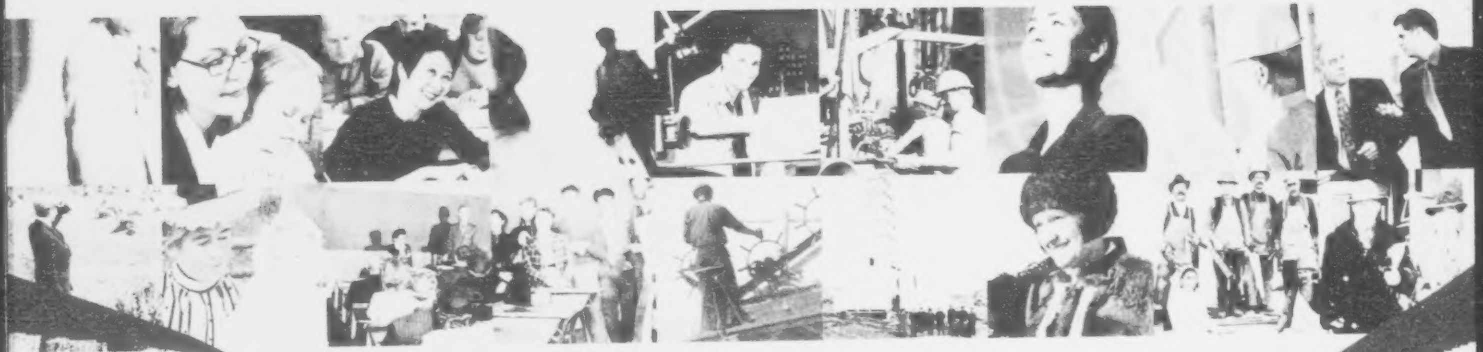


2005

BUDGET

BUSINESS PLANS

Alberta 2005 Alberta Centennial

105-04995/

2005

BUDGET

BUSINESS PLANS

PRESENTED BY
SHIRLEY MCCLELLAN
MINISTER OF FINANCE

in the Legislative Assembly of Alberta
April 13, 2005

Table of Contents

Government of Alberta Strategic Business Plan 1

Ministry Business Plans 107

Alberta Heritage Savings Trust Fund Business Plan 423

Index of Charts and Tables 439

Archival Photographs courtesy of Alberta Provincial Archives
B. 416, B. 219, PA. 924, A. 7302, A. 6261, P. 1901, A. 6847, A. 4665, A. 7329

Copyright © 2005 Alberta Finance and its licensors. All rights reserved.

GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

THE VISION

"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

2005
BUDGET

Table of Contents

Government of Alberta Strategic Business Plan

Introduction 3

Today's Advantage, Tomorrow's Promise:
Alberta's Vision for the Future 5

Today's Opportunities, Tomorrow's Promise:
A Strategic Plan for the Government of Alberta 11

Cross-Ministry Initiatives and Medium-Term Strategies 27

2005-08 Government of Alberta Business Plan 53

Introduction

The *Government of Alberta Strategic Business Plan* consists of:

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
(Alberta's vision document);

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
(20-year strategic plan);

Cross-Ministry Initiatives and Medium-Term Strategies
(government-wide initiatives and medium-term strategies); and

2005-08 Government of Alberta Business Plan
(3-year government business plan).

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future lays out Alberta's vision of "A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."

It outlines the values that Albertans hold and four key opportunities or "pillars" to realize Alberta's vision: unleashing innovation; leading in learning; competing in a global marketplace, and making Alberta the best place to live, work and visit.

Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta is a 20-year strategic plan that flows from the vision document, Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future. The 20-year plan sketches a picture of Alberta in the year 2025 and contains broad strategies for achieving the four key opportunities outlined in the vision document.

The 20-year strategic plan is based on what the government has heard from Albertans in different forums over the last few years. It provides strategic direction for government planning and policies.

Cross-Ministry Initiatives and Medium-Term Strategies focus on corporate priorities often involving more than one ministry.

The Cross-Ministry Initiatives section sets out the objectives and targets for five policy initiatives that bring together various ministries to address government-wide issues. This approach recognizes that many issues are not isolated to a single ministry. The 2005-08 policy initiatives are: the Aboriginal Policy Initiative, the Alberta Children and Youth Initiative, the Economic Development and Innovation Initiative, the Health Innovation and Wellness Initiative, and the Leading in Learning and Skilled Workforce Initiative.

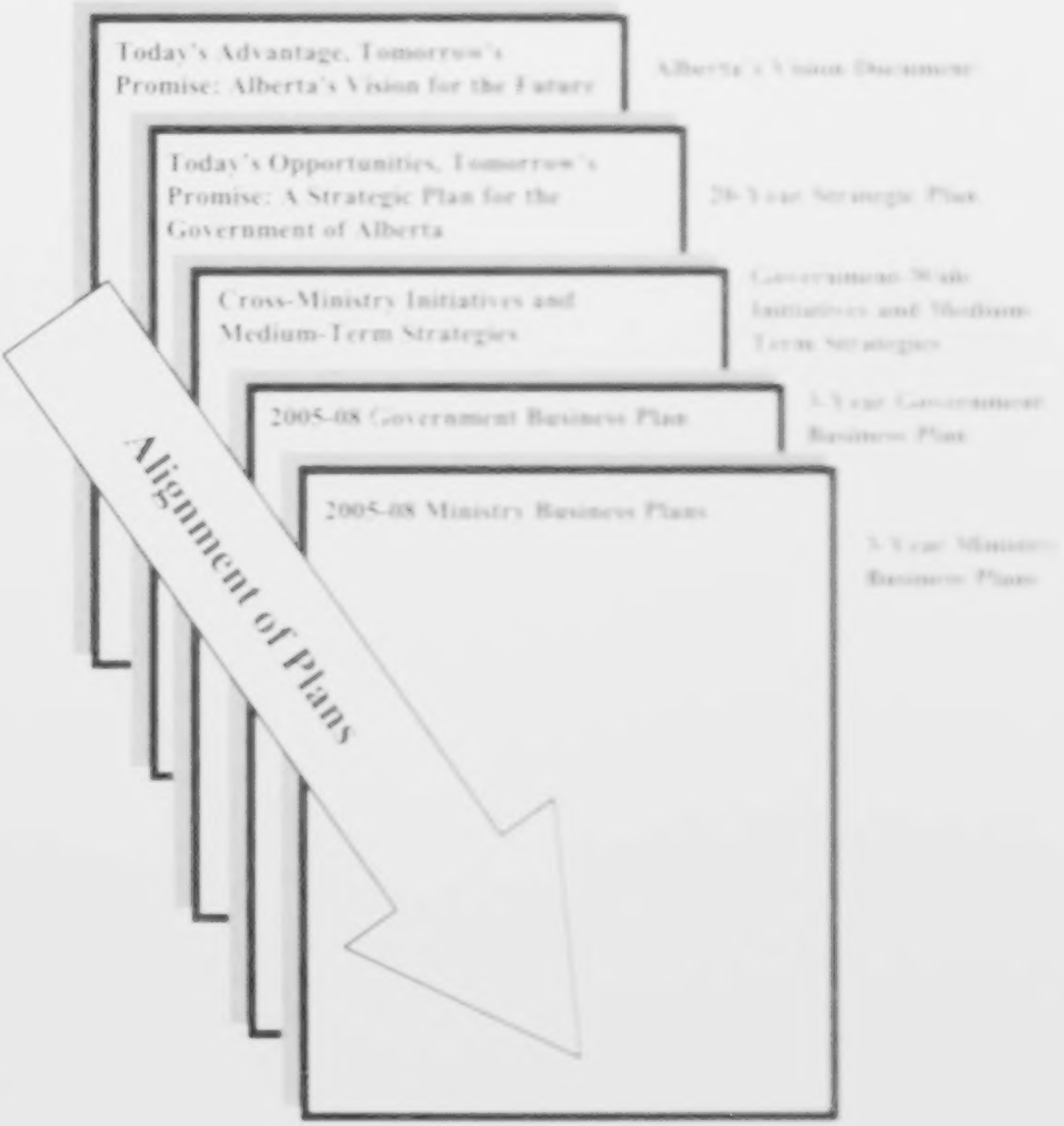
The Medium-Term Strategies section provides information on government strategies to address priority issues over a longer period of time.

The **2005-08 Government of Alberta Business Plan** is an ongoing three-year plan linked to the fiscal plan and aligned with the broader strategies in the 20-year plan. The government business plan is published annually. It lays out the government's goals, strategies, and performance measures to track progress towards goal achievement.

Ministry business plans are also published annually and cover a three-year period. These ministry business plans indicate how they link to the *Government of Alberta Strategic Business Plan.*

STRATEGIC POLICY FRAMEWORK

The Alberta government has a strategic policy framework with a vision, linking long-term, medium-term and short-term directions. The vision document is at the top and sets out Alberta's vision for the future. Next, the 20-year strategic plan sets out major strategic themes on how that future will be achieved. Each subsequent plan provides a greater level of detail. In addition, at the ministry level, operational plans and management performance contracts are developed. This alignment ensures that all of government is "pulling together" and that all strategies are linked to Alberta's vision and 20-year strategic plan. To make sure that the vision and 20-year strategic plan reflect the priorities of Albertans, they will be periodically reviewed and updated.


Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future
Alberta's Vision Document
Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta
20-Year Strategic Plan
Cross-Ministry Initiatives and Medium-Term Strategies
Government-Wide Initiatives and Medium-Term Strategies
2005-08 Government Business Plan
3-Year Government Business Plan
2005-08 Ministry Business Plans
3-Year Ministry Business Plans
Alignment of Plans

TODAY'S ADVANTAGE, TOMORROW'S PROMISE: ALBERTA'S VISION FOR THE FUTURE

Table of Contents

Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future

Introduction 7

Promises Kept, Mission Accomplished 7

Keeping Albertans' Values in Mind 8

Taking the Next Step 8

Achieving the Vision 9

Introduction

Just over 10 years ago, the Alberta government set a course for a new future. Since then, Albertans and their government have created an era of enviable growth and unmatched prosperity. Making great strides toward achieving the vision of: "A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children." *Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future* builds on the successes of the last decade, and focuses on a renewed vision that reinforces both Alberta's quality of life and prosperity.

PROMISES KEPT, MISSION ACCOMPLISHED

In 1993, Albertans faced some tough choices. The economy was not performing to potential and the government was spending more than it could afford. Red tape and regulations were hurting business and government had become too big. Albertans told their government to take action and their government listened. Alberta's government is now more open, transparent, accessible and accountable than ever before.

Enormous achievements have been realized:

- Deficits are a thing of the past and Alberta is eliminating its accumulated debt in 2005.
- The economy has grown strongly and steadily. Alberta's outstanding economic growth has created over 431,000 new jobs in just 10 years.
- Regulations have been streamlined and government has become more effective, efficient, adaptable and value driven. Personal and business taxes are lower.
- Important changes have been made to the way we organize and structure Alberta's health system. The Mazankowski Report has provided a blueprint to continue strengthening and ensuring the sustainability of the system, and to create a strong foundation for the challenges of the future.
- Alberta's Commission on Learning has examined the fundamentals of the learning system to assist us to build on a similar strong foundation in education.

But perhaps the most significant achievement of the past decade is the change in how Albertans and their government work together. Individuals and communities now want and expect to be full participants in governing the province. Public participation in future-shaping events such as the *Growth Summit*, the *Future Summit* and the *Public Consultation on a Debt-Free Alberta* has brought government closer to the people and has empowered individuals to become planners of their own future while government is asked to ensure the infrastructure is there to enable them to succeed.

The Government of Alberta also has forged partnerships with communities to find local solutions to important issues. From consultation on every policy or legislative change, to community engagement in program areas from Fetal Alcohol Spectrum Disorder prevention to community justice committees to economic development authorities and tourism councils, the door has been opened to individual and community participation. Albertans now expect community governance as a normal operating procedure, not as a special event.

Overall, Albertans' accomplishments have set the stage for the next decade and beyond, but we can't stand still. In a global environment that is challenging and chaotic, success requires a strong foundation, a clear sense of values and a strength of purpose. We must recognize and build on the accomplishments of the last decade; not rest on them. Respecting the ongoing need for the sound fiscal policies which got us to where we are today, *Today's Advantage, Tomorrow's Promise* works to achieve our vision that Alberta is a place where all Albertans can realize their full potential, where we are stewards of Alberta's natural beauty and resources, and where sustained economic growth leads to continued prosperity and realized opportunity.

KEEPING ALBERTANS' VALUES IN MIND

Central to the government's vision for the future are the values this province has been built on. Past successes were achieved as a result of these values – and future successes will be achieved with these values in mind.

Our vision is built on Albertans' desire to take advantage of these new opportunities and to maximize their personal achievements and potential:

- Albertans' desire for the freedom to control their own lives and their rejection of unnecessary rules or red tape.
- Albertans' strong belief in the freedom to pursue personal success.
- Albertans' recognition that their right to self-determination is balanced by their responsibility to their family and to the greater community.
- And Albertans' pioneering, entrepreneurial spirit and willingness to take risks and embrace new technologies.

Equally important is Albertans' desire for strong leadership. Strong leaders that listen to Albertans and create an environment where individual Albertans have the opportunity to achieve their goals. Strong leaders who will forge directions, make decisions and take action to protect our high quality of life and reflect our independent spirit.

TAKING THE NEXT STEP

Achieving the new vision will require effort by all Albertans.

Individuals, communities, non-profit organizations and businesses all have an important role to play. So does the Alberta government.

Leadership in government provides the framework through economic, social and regulatory policies – and in partnership with other levels of government, communities, business, industry and not-for-profit sectors – they together create the environment for all to flourish. Leadership also requires promoting Alberta's interests and securing benefits for Albertans as an equal partner in a strong, united Canada.

Albertans want their government to create an environment that enables everyone to take advantage of opportunities. They want government to ensure the right infrastructure is in place for Albertans to make their own opportunities. They want government to provide Albertans with an opportunity to acquire the knowledge they need to identify and participate in future opportunities. They want government to protect them by providing assurance – that Albertans have safe water, air, land and food, and access to quality health care.

Our vision, *Today's Advantage, Tomorrow's Promise,* is centred on people, preservation and prosperity.

People are at the heart of the Alberta Advantage that is envied around the world. Our vision embraces the concept that, as our best resource, Albertans will realize their potential and be confident about the future.

This requires hope, personal and community resourcefulness to meet challenges, and support where needed. It requires valuing the diverse gifts that all Albertans bring to their communities, whether building economic strength or contributing to making the community a vibrant, safe and healthy place to live. And it requires valuing the healthy development of all people, to achieve their highest potential.

The government will promote this success by making sure Alberta's children get the best possible start in life and by ensuring Albertans have the capacity to educate themselves as well as the freedom to create innovative and entrepreneurial opportunities. Individuals make and must be responsible for choices which impact their own health and the health of others, but influencing some of the factors that lead to healthy human development requires our common action. We need to ensure that quality health care is there when people need it.

Albertans are caring and compassionate and have concern for their fellow citizens. Albertans will always ensure that essential services are there for those of us in need to enable each of us to be the best that we can be.

Preservation means maintaining an environment that is unsurpassed in the world. In balance with sustainable economic growth, Albertans value the preservation of the province's clean, healthy, natural environment, where the majestic beauty of Alberta is protected for future generations to enjoy.

Through careful stewardship, the Alberta government will manage these resources in a sustainable manner, maintain our system of parks and protected lands, and ensure clean air, land, rivers and lakes.

Prosperity is essential to maintaining and improving Albertans' overall quality of life. Unmatched, sustainable overall economic growth is the foundation of Alberta's place in Canada and with quality of life.

Today's Advantage, Tomorrow's Promise provides a vision to ensure economic growth that is unmatched in Canada, North America and around the world. It is a vision that ensures individual Albertans will have the chance to work, or seize an opportunity to succeed.

The base for this growth will be achieved through sound management that enables the sustainable development of our natural resource-based economy.

The Alberta government has a role in creating an attractive tax, fiscal and regulatory climate that stimulates all sectors of our economy and makes new, innovative business possible. The government will also target areas of emerging excellence by placing an emphasis on research and development in health, energy, climate change, and value-added agriculture and resource development.

Ultimately, although financial well-being is the anchor of prosperity, other dimensions of family, social, spiritual and physical well-being are essential to fulfill human aspirations and must continue to be a measure of our prosperity as Albertans.

ACHIEVING THE VISION

Today's Advantage, Tomorrow's Promise is focused on ensuring that people grow and develop into vibrant, confident individuals, and that families and communities achieve their full potential.

This is achieved through four key opportunities – unleashing innovation, leading in learning, competing in a global marketplace, and making Alberta the best place to live, work and visit.

Unleashing innovation focuses on becoming a world leader in innovation, research, development and commercialization of new ideas. This applies both to our existing strengths in energy, agriculture and forestry as well as new businesses that create wealth by commercializing new technologies, creating new products, and adding value at home for export abroad.

Leading in learning requires making sure Albertans have the opportunities they need to learn, adapt and develop new knowledge and new skills. This means making certain our educational opportunities are second to none and our children have the chance to get a healthy start in life. It requires our support of opportunities for lifelong learning, developing both skills and knowledge.

Competing in a global marketplace is about creating a business and investment environment that is recognized around the world as an excellent place to do business. It requires setting policies that allow Albertans to compete and succeed in a global marketplace. It means competing for our share of the growing global market for manufactured goods and business services, welcoming visitors both as tourists within a clean and sustainable industry, and as potential citizens interested in investment and living opportunities. It is a place where Albertans, with heritage from all parts of the world, live in harmony in a cosmopolitan society, setting an example for the world and providing a key advantage in global relations and trade.

Making Alberta the best place to live, work and visit is where these strategies translate into a superior quality of life for Albertans. Making Alberta the best place to live, work and visit means attracting people to live in Alberta because it provides an environment in which they can contribute their talents and create a quality of life that meets their dreams. It means maintaining strong and viable rural and urban communities, protecting wildlife and parks, and promoting the diversity and excitement of Alberta's cultural, arts and recreational opportunities. It means promoting safety and ensuring Albertans' security. And above all, it means making certain we are able to raise our children in a safe and healthy environment.

Today's Advantage, Tomorrow's Promise is the Alberta government's vision of an Alberta from Albertans – a vision designed by listening to Albertans. It is a vision of unmatched economic prosperity. It is a vision about unleashing the talents of individual Albertans. It is a vision about maintaining a clean and healthy environment. And it is a vision where all of these combine to create an exceptional quality of life. It is a vision for the future. It is a vision of hope.

TODAY'S OPPORTUNITIES, TOMORROW'S PROMISE: A STRATEGIC PLAN FOR THE GOVERNMENT OF ALBERTA

Table of Contents

Today's Opportunities, Tomorrow's Promise:
A Strategic Plan for the Government of Alberta

Introduction 13

The Vision 13

The Opportunities and Strategies 13

Conclusions: Building on Albertans' Self-Reliance 14

Introduction: An Array of Opportunities: A Theme of Self-Reliance 14

The Vision - Alberta in 2025 15

The Plan 16
  Opportunity 1: Unleashing Innovation 16
  Opportunity 2: Leading in Learning 20
  Opportunity 3: Competing in a Global Marketplace 21
  Opportunity 4: Making Alberta the Best Place to Live, Work and Visit 22

Conclusion: Building on Albertans' Self-Reliance 26

Introduction

Today's Opportunities, Tomorrow's Promise is a strategic plan that lays out a course for the Alberta government for the next 20 years. It provides a **vision** for the future, identifies four **opportunities or "pillars"** for Alberta to maximize its potential, and suggests a number of specific **strategies** to take advantage of those opportunities.

THE VISION

The plan's vision statement for the province is: "A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children," and paints a big picture of what Alberta could look like in the year 2025. Among other features, the picture is of a province where people are free to realize their full potential, where they can create and capitalize on opportunity, where the vulnerable are protected, and where the economic fundamentals of the province are strong.

THE OPPORTUNITIES AND STRATEGIES

The four areas of opportunity for the province over the next 20 years are taken from the government's 2003 vision document:

- Unleashing Innovation
- Leading in Learning
- Competing in a Global Marketplace
- Making Alberta the Best Place to Live, Work and Visit

Unleashing Innovation

- Creating the environment and infrastructure that enables knowledge and technology to invigorate our traditional economic strengths and to create new economic opportunities.
- Developing and using energy and natural resources wisely and exploiting new technologies to maximize the benefits of all resources.
- Implementing a long-term water strategy and completing an effective land use policy that ensures the most appropriate use of these basic resources, while recognizing our obligations as stewards for future generations.
- Ensuring Albertans are able to continuously explore and understand our changing world, identify and mitigate emerging risks before they become crises, and see and grasp emerging opportunities.

Leading in Learning

- Investing in our learning system to assist Albertans in their desire to have their children succeed and to ensure that the province benefits from its human potential.
- Ensuring the accessibility, quality and affordability of the basic education system.
- Promoting the importance of lifelong learning as the necessary way for each Albertan to maximize his or her potential to the benefit of all Albertans.
- Helping Albertans get the work and life skills they need to achieve their aspirations.

Competing in a Global Marketplace

- Ensuring reliable export markets, including a possible customs union with the U.S.
- Protecting Alberta's achievements by being a strong partner in Confederation and by effectively projecting our influence within and beyond Canada.
- Building on Alberta's economic cornerstones, such as oil and gas, agriculture, forestry and tourism.
- Continuing to keep taxes low and ensuring a competitive, safe and efficient regulatory systems.
- Building leading infrastructure and transportation.

Making Alberta the Best Place to Live, Work and Visit

- Ensuring adequate revenue to properly fund Albertans' priorities through government programs.

- Keeping basic services such as health, education and social programs contemporary, responsive and affordable.
- Building a modern infrastructure that supports Albertans' social and economic goals.
- Working with municipal governments to support strong, viable, safe and secure communities.
- Protecting Albertans' basic personal and economic freedoms.

CONCLUSIONS: BUILDING ON ALBERTANS' SELF-RELIANCE

Government will need to work in partnership with Albertans to achieve the vision it has laid out for the Alberta of 2025. The role of government is to work together with Albertans to support their desire for self-reliance, to manage uncertainties and to realize opportunities. The core value of Albertans is self-reliance. This core value will shape the Alberta of tomorrow and help achieve tomorrow's promise.

INTRODUCTION: AN ARRAY OF OPPORTUNITIES; A THEME OF SELF-RELIANCE

In the first part of the 21st century, Alberta is Canada's high-energy province. It leads the nation in nearly all economic indicators, and is the ideal destination for Canadian families who are looking to start new careers, open new businesses and realize their dreams.

For Albertans, economic success is not an end in itself. Albertans look at economic strength as a key to achieving their personal goals, and essential to enjoying the advantages afforded by strong communities, good health and education systems, low taxes, and a high level of personal freedom and autonomy. While financial well-being is the anchor of prosperity, other dimensions of family, social, spiritual and physical well-being are essential to fulfill human aspirations and are the true measures of prosperity. For this province, a strong economy is not merely about numbers on a spreadsheet. It's about opportunity and success.

Alberta is blessed with an abundance of natural resources that have contributed to its economic fortune. But Alberta's success is built on more than the luck of geography. The vital ingredient in Alberta's success story is the hard work and dedication of the people who make up the province; people who dedicate themselves to continuous improvement for themselves, their families, their communities, and their province.

Albertans expect their government to create an environment in which they can maximize opportunities. For them, government's job isn't to do the work for them; it's to let them do the work themselves. Albertans call this self-reliance, and it's a principle that has shaped this province and its people for the last century and longer.

It has been self-reliant Albertans, not government, who have built the farms and ranches that developed this province. It has been self-reliant Albertans, not government, who have drilled the oil and gas wells that made energy the engine of the province's economy. It has been self-reliant Albertans, not government, who have built Alberta's businesses, raised Alberta's families, taught in the province's schools, cared for patients in Alberta's hospitals, and built communities where people feel safe, respected and free.

Today's Albertans cherish their independence and insist on being self-reliant, just as yesterday's Albertans did. As Alberta looks forward to its second century as a province, its people recognize that self-reliance will be the foundation of the province's future, just as it was the foundation of the province's past.

This commitment to self-reliance shouldn't be confused with a lack of caring – for neighbours, or for the province as a whole. Albertans believe that every citizen has the right to maximize his or her personal opportunities, and the responsibility to help those who need help.

Nor does self-reliance mean that there aren't important expectations for government.

Albertans expect their government to provide a framework for success through economic, social and regulatory policies that create opportunities for all to flourish. They also expect that government will work in partnership with Albertans, and their municipalities, First Nations, Metis Settlements, businesses, and Aboriginal and other communities, to build Alberta together. They expect that government will help lead the development of the tools for the 21st century economy – tools such as research, innovation and the development and commercialization of technology. They expect their government to provide the proper infrastructure needed for growth and prosperity, and to protect the environment so that Albertans have safe water, air and land today and tomorrow. In short, government should fund basic services fairly, avoid big government, manage public dollars wisely, and ... simply stay out of the way!

Over the next 20 years or so, the government wants to help the province match or improve its record of success over the previous decade. That's why it has developed this long-range plan. The plan expands on the province's vision for the future by painting a picture of what Alberta could look like in 2025. It then lays out Alberta's abundant opportunities for the future and ideas for realizing the full potential of those opportunities.

The 20-year plan has not been developed out of thin air, nor has it been developed without the input of Albertans. In fact, it's based in large part on what the government has heard from Albertans, in different forums, over the last few years.

Consultative events such as summits in agriculture and health, discussions with Alberta's Aboriginal communities and opinion gathering activities such as mail-out surveys to Albertans on issues ranging from fiscal planning to the future of the Alberta Heritage Savings Trust Fund, have all helped shape the direction of this plan. And, in 2001, the Future Summit gave Albertans from all walks of life the opportunity to contribute ideas and outline priorities to a long-term vision of Alberta's future. People who took part in these forums should see much of their input reflected here.

In 2004, Albertans again gave their views through the "It's Your Future" survey – this time it was on how best to use future surplus dollars. Having long-term goals – a destination – is obviously important; just as important is making the journey as rewarding and fulfilling as possible for all those involved. This plan talks about how to do that. But it also emphasizes that the participation of Albertans will be essential to its success. Achieving tomorrow's promise for Alberta is within the grasp of all Albertans. Today, let's start building tomorrow.

THE VISION - ALBERTA IN 2025

In February 2003, the Alberta government renewed its vision for the future. This look forward, titled *Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future*, builds on Alberta's strengths and successes over the last decade, and sets a framework for the government to follow in the future. The vision for Alberta is: *"A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children."*

Based on this vision statement, the government considered the question: What do Albertans want their province to look like in 20 years or so, say, in the year 2025?

The result is that the government sees Alberta in 2025 as a province of four million people, slightly older than today's population and more diverse where:

- Its people are free to realize their full potential, and personal choice is the only limit to opportunity.
- Government is a responsible steward of the province's abundance of natural resources.
- People feel safe in their homes, on their streets, at work and in their communities.
- The economic fundamentals of the province are strong, and the tax system is designed to promote individual entrepreneurship and the transformation to a knowledge-based economy.
- The economy shifts toward a knowledge-based approach, with research, technology development and value-added products having a much larger part in the province's prosperity.

- Essential public services such as health and education are contemporary, accessible, and affordable, and individuals have a role to play in using these services responsibly.
- The potentially vulnerable in society, including seniors, children, and the disabled, have the support they need to live in dignity, achieve personal satisfaction and independence, and continue to contribute to the betterment of the province.
- Albertans are able to enjoy the province's unspoiled natural areas and wide variety of arts, cultural and recreational opportunities.
- Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans.
- The province's small towns, farms and ranches are a vital part of Alberta, and rural communities, like large urban communities, are vibrant and growing.
- The province is a full, participating partner in Confederation, and the views of Albertans are respected by the federal government.
- Municipalities and the provincial government work in a fair partnership to serve their constituents.

This is a picture that captures the values of Albertans – values that have shaped the province and its unique place in Canada over the previous century.

To realize this vision, to make this picture come to life, the government has identified four areas of opportunity:

- Unleashing innovation
- Leading in learning
- Competing in a global marketplace
- Making Alberta the best place to live, work and visit

This plan discusses those opportunities in detail and lays out ideas for seizing each of them.

THE PLAN

Over the next 20 years, Alberta will be a place of great opportunity – just as Alberta was a place of opportunity a decade ago. Just over 10 years ago, in 1993, the province faced deficits and mounting debt, complex and unnecessary regulatory systems and a government that had become too big. Albertans had an opportunity to make things better. Albertans and their government developed a plan to capture those opportunities by eliminating the deficit and paying down the debt, removing taxes and regulations that impaired business competitiveness, and refocusing the role of government from direct intervener to partner and facilitator.

By following the plan, 10 years later, Albertans and their government have created the Alberta Advantage.

Today's opportunities are different than those 10 years ago, but the approach remains the same. With a solid plan and a commitment to following it, Albertans and their government can build on the solid foundation created over the past decade.

While no one can be certain of the future, Albertans know that they want a province with a high quality of life; a place where people choose to live and have the opportunity to succeed. They want a province where children can get the best education and health care is available when they need it.

This plan looks at the boundless opportunity that Albertans enjoy. Building on today's foundation, this plan focuses on strategies for achieving a future that Albertans, their children and their grandchildren can look forward to today.

The plan is based on four key opportunities or "pillars." Each opportunity is presented separately, but they are interwoven and interdependent. Each complements the other – and success in seizing one opportunity will lead to success in seizing the others.

Opportunity 1: Unleashing Innovation

Over the past 10 years, Alberta's economic growth has been unparalleled. Fuelled by higher than expected oil and natural gas prices, annual economic growth has been consistent and strong.

While natural resource-based industries will continue to play a vital role in the provincial economy for many years to come, the province can't continue to rely on high natural resource prices forever. Alberta's economy must expand from its natural resource base, enhance the value of manufactured goods and business services produced, and venture boldly into bio-technology and the life-sciences, nano-technology and other research and development opportunities in order to achieve exceptional growth.

The Alberta government has developed "Securing Tomorrow's Prosperity" to achieve the economic component of the government's business plan. It is a market-driven, value-added strategy with a long-term vision to upgrade primary resources, expand manufacturing, develop business services and foster knowledge-based sectors. It is also focused on the growth of a competitive and innovative value-added and business services industry.

Achieving the New Economic Promise: A Knowledge-Based Approach

A knowledge-based approach doesn't mean abandoning Alberta's traditional strengths – it means building more value into our traditional goods and services in order to achieve greater returns in the international export market. It also means using technology to make the most effective use of limited resources to get the best value and return for Albertans and using the strong base of information technology and life sciences to lead in the development and production of new knowledge-based products.

Over the past decade, the provincial government has made great strides toward encouraging a broader economic base. Alberta's strong fiscal position and favourable personal and corporate tax rates have transformed Alberta into Canada's economic powerhouse. And the elimination of needless government regulation has positioned Alberta as a business-friendly province.

Having a high quality of life characterized by a clean environment, valued cultural and recreational opportunities, safe and caring communities, great health care, outstanding educational opportunities, and a fair and safe work environment has made Alberta a desirable place to live and do business. Our 21st century society, where Albertans have roots all over the world, provides yet another advantage – windows to the world.

The results have been impressive. Many large companies have invested and expanded operations in the province over the last decade, and Alberta has been cited as the province in which to locate small businesses. The province's service and retail sectors have shown remarkable growth and strength. Alberta companies, large and small, are trading and providing services all over the world. Alberta's labour force is the most productive in Canada. The province has also become a national leader in research and technology. In 2005, Alberta is still known in large part for its oil fields, productive farms, and sprawling ranches. But it is also known for its medical and engineering research, its world-leading education system, its retail growth, and its technological innovation.

Great strides have been made, but there are further opportunities. To ensure that Albertans benefit from these opportunities over the next 10 years, the Government of Alberta will work towards investing up to 5 per cent of its annual budget in support of its innovation agenda, as dollars are available.

One area where more success awaits is in the field of **technology development and commercialization**. Alberta's low business taxes attract many established businesses to the province. The availability of research funding means that significant new technologies are consistently created in Alberta. But there is a desire to develop the capacity for research and a need to bridge the gap between basic research and applied technology. Alberta scientists and technology entrepreneurs need the opportunity to develop and commercialize their products here and sell them to consumers in Alberta and around the world. Often, breakthroughs discovered in Alberta are being developed elsewhere. The talent that developed them, and the opportunities to be derived, sometimes leave with them. The province needs to encourage technology commercialization and use within Alberta's borders.

Recognizing this, the Government of Alberta has developed Accelerating Innovation in Alberta. The focus of this strategy is to encourage innovative companies to develop Alberta technologies into saleable products. This will require innovation and collaboration among governments, research institutions, entrepreneurial researchers and businesses.

Another factor in spurring technology commercialization is the availability of venture capital. The Alberta government will work with the technology sector and the investment industry to identify and implement competitive mechanisms and frameworks to encourage investment and increase access to venture capital within the province. Alberta companies attract significant capital to the traditional economy. The province must develop the expertise and structures necessary to migrate to the new opportunities in knowledge-based emerging industries.

Focusing on our Strengths

Taking a knowledge-based approach will help Alberta's economy grow. But Alberta's traditional strengths in energy, agriculture, forestry and tourism cannot be forgotten.

The Alberta government has made great progress in encouraging the development of the province's traditional resource-based industries. The tax and royalty systems have been used to spur record investment in Alberta's oil sands. Alberta's natural gas resources have been further upgraded through the expansion of the petro-chemical manufacturing base. Research initiatives, business risk management tools and disaster assistance programs contribute to the viability of the agricultural sector. And wise stewardship of our forest resources has stimulated growth in the forestry industry.

However, declining long-term commodity prices, trade barriers and finite resources mean significant effort will be required to ensure Alberta's traditional industries continue to flourish. As well, using the province's resources wisely is essential to preserving their vital place in Alberta's economy and quality of life.

Alberta's **oil sands** are the second-largest deposit of proven oil reserves in the world, next to Saudi Arabia. The orderly development of these reserves is vital to Alberta's future economic prosperity, and key to a stable, secure supply of energy for North America in the 21st century.

The provincial government will ensure its tax and royalty structures return fair amounts to Albertans while encouraging oil sands expansion.

The government will also continue to increase its investment in research aimed at finding better, more innovative ways of extracting oil from the oil sands. For example, technology that would reduce the use of natural gas in oil sands production processes will be explored.

Another vital resource to Alberta is **natural gas**. Though abundant, Alberta's natural gas reserves are not unlimited. Albertans must find ways to improve natural gas recovery and use natural gas more efficiently and effectively.

Towards this goal, the government will actively encourage the extraction of coal bed methane – a valuable source of natural gas in coal, but one that is more difficult to extract. Natural gas in coal is an important resource that has the potential to offset declining conventional natural gas reserves – just as oil sands production is offsetting the decline in production of Alberta's conventional oil reserves.

The Alberta government will consider further investments in research to turn carbon dioxide into a marketable product. Development of new technologies and the construction of a carbon dioxide pipeline could mean that carbon dioxide becomes a valuable resource in the extraction of conventional oil or natural gas in coal (coal bed methane). Such uses would also reduce greenhouse gas emissions from Alberta's oil sands.

The government will focus its efforts to ensure the northern natural gas pipeline can feed the demand for natural gas that is required to operate Alberta's oil sands production capacity.

Alberta is also fortunate to hold vast amounts of **high-quality coal**. The government will continue to invest in and promote research into making Alberta's already clean coal into an even more environmentally friendly source of energy.

The Alberta government will stimulate new petrochemical investment by working with industry to develop new feedstock supplies through integration with oil sands upgrading and processing.

The Alberta government will lead the way in green power. The government has been a leader in the use of green power to operate its own infrastructure – by 2005 over 90 per cent of electricity used in government-owned buildings will be from green power. Following this lead, the government will develop measures to encourage private-sector investment in green power technologies.

And finally, the government will help the **forestry and agriculture industries** to expand the value-added component of these industries and provide customers with high-quality, safe, and nutritious foods and value-added forest products. For example, through its Life Sciences Strategy, the government will continue to help build on the province's research and innovation strengths in key sectors such as agriculture, energy, environment, forestry, health, and information and communications technology.

Using Natural Resources Wisely

The heart of Alberta's economic success is its blessing of natural resources. The province's natural resources, however abundant, are not infinite. Alberta is witnessing the decline of conventional oil and gas reserves as well as significant pressure on its water supplies, especially in southern Alberta.

Over the past two decades, great accomplishments have been made to take advantage of Alberta's natural resources for the benefit of all Albertans. Development of the oil sands has created an enormous supply of increasingly economical oil that Alberta can supply to North America and the world. Alberta's natural forests have been harvested in a sustainable and environmentally responsible way. The province's landscapes support increasing recreation and tourism.

But with finite resources, Albertans must make sure that these resources are always put to the best possible long-term use.

Toward this goal, the provincial government will ensure that the **province's land base** is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans. The government, in consultation with Albertans, will develop a comprehensive land use policy for the province.

With finite water supplies, Alberta's economy needs a long-term approach to **water allocation**. The provincial government has developed a comprehensive water strategy. *The Water for Life: Alberta's Strategy for Sustainability* will ensure that Alberta's natural environment is preserved, with water allocated to those who will use it for its most valuable purpose over the long term.

Alberta's conventional oil and gas reservoirs have significant volumes that can be extracted using enhanced recovery techniques. To obtain the most possible from our finite resources, the provincial government will develop an enhanced recovery strategy to extend the life of these resources.

Overall, a thriving Alberta economy requires a system in which the competition for finite resources is always decided in favour of Albertans as a whole. The provincial government's job is to make sure that competing interests are managed for the benefit of all Albertans. Such interests could be oil sands development balanced with natural gas production, tourism development, agricultural use, forestry production, or recreational use. The Alberta government will develop a comprehensive framework and policy to guide future resource allocation decisions – decisions that will be made with input from Albertans and that achieve a balance among economic, environmental and social priorities.

Opportunity 2: Leading in Learning

At the heart of self-reliance, and at the heart of any person's success, is his or her desire to learn. Whether they're in school, learning on the job, or volunteering in their communities, Albertans lead the nation in their desire to learn and improve. They have proven that learning is important to them regardless of age or circumstances. They know that knowledge is at the heart of independence. They have made it clear that, for them, learning opens doors not only to careers, but also to personal enrichment and fulfillment. And they want, for their children, the opportunity to be the best they can be, knowing that education is the best investment they can make to help their children achieve their true potential.

Government's role is to ensure an excellent learning system that meets the needs of learners, society and the economy. Participation in post-secondary education is a shared responsibility of learners, parents and the government. The learning system must support the development of the province's human capital to ensure Alberta is a leader in the knowledge-based world.

Albertans know that investment in education, and supports to ensure children's readiness to learn, is a direct investment in the province's future. For government, the goal for the basic **education system** is to give students of all ages the opportunity to excel and to achieve their full potential. Recognizing cost pressures on Alberta's schools during a time of great growth, the government created Alberta's Commission on Learning to conduct a full review of the basic K-12 school system. The Commission's recommendations are being studied carefully and acted upon where possible by government as it works to ensure that the education system is affordable and properly funded over the long term, while meeting the needs of all Alberta students.

For many people, formal education does not end with Grade 12. Alberta is among Canada's leaders when it comes to the proportion of the population that pursues lifelong learning opportunities. Government's job is to make sure that opportunities for post-secondary learning are accessible and affordable. That will mean increased investment to expand learning opportunities to create more spaces at Alberta's universities, colleges, and technical institutes. The government is also committed to supporting programs targeted at developing, recruiting, inspiring and retaining the next generation of innovators.

Education helps individuals achieve their goals. Equally important is that education helps the province prosper. The Alberta of 2025 will require well-educated, well-trained people to comprise a **skilled workforce** to keep a strong and changing economy vibrant. The provincial government has a significant role to play in making sure all Albertans are ready to fill the jobs of tomorrow. This includes knowledge workers as well as skilled trades and technical workers.

The government will also look at ways to promote full participation in the labour market. For example, the provincial government, in partnership with industry, Aboriginal communities and other jurisdictions, will develop new strategies to help Aboriginal people train for, enter, and stay in the workforce and participate fully in the economic opportunities of the province.

Making sure Alberta's workers have the skills to fill the jobs of the future is important, but it is not the whole solution. The Alberta government will take steps to attract skilled workers from outside the province, which could include a made-in-Alberta immigration policy that focuses on skilled immigrants. Government also needs to be sure that immigrants to Alberta get full recognition for the professional qualifications they bring with them so that they can make the greatest possible contribution to the province. These new strategies will help position Alberta more competitively in the global market, supplement the province's future supply of skilled workers, and ensure full participation in Alberta's communities.

Opportunity 3: Competing in a Global Marketplace

Because Alberta is a major exporter of goods and services, an important strategy for the government is to **ensure reliable export markets**. Alberta individuals and companies export their goods and services across Canada, North America and the world. Alberta's relatively small domestic market means that its future economic prosperity will rely on exports and dependable export markets.

Seamless access to the United States, Alberta's largest and most important trading partner, is essential. Alberta will work with the federal government to examine the feasibility of a customs union with the U.S. A customs union would result in common border practices, harmonization of trade policies and regulations, and an end to the use of trade remedies within North America. A customs union would strengthen Canada's overall trade relationship with the U.S. and reduce interruptions to Alberta's access to U.S. markets.

The Alberta government is also committed to maintaining and improving its relationship with the U.S. An Alberta office has been established in Washington, D.C., to ensure Alberta's interests are promoted within the U.S.

It is also important to strengthen partnerships within Canada and Alberta. The Alberta government will develop effective regional partnerships with Canadian provinces and territories to expand trade as well as within the province to build a stronger investment climate.

Protecting what Albertans achieve is vital to stimulating continued economic strength. Alberta is an important member of Confederation. Albertans are proud Canadians who believe strongly in their country. But Alberta's interests are not always taken into account by the federal government. Federal programs and policies sometimes have a negative effect on Albertans and the Alberta economy.

The provincial government will continue to work to ensure Albertans are treated fairly within Confederation. The province will work with other provinces to make sure the federal government respects provincial jurisdiction and does not take measures that would hurt Alberta's economy or Albertans' quality of life. This includes ensuring regular First Ministers' meetings with the federal government, provincial participation in international negotiations that affect provincial interests, and working toward a Triple E senate.

The government will also work to ensure that external influences don't jeopardize Alberta's ability to benefit from its invaluable natural resources, such as oil, gas and coal. The Alberta government has and will continue to protect Alberta's interests.

The Alberta government will carefully consider all measures that could be taken to ensure provincial interests are protected within Canada and abroad.

Alberta's **agriculture industry** – a cornerstone of Alberta life through the province's first century and even before that – is under pressure from various sources. Generally declining commodity prices will continue to put pressure on all sectors of the industry. Market access in the face of BSE disease has caused significant harm to Alberta's beef industry. These impacts, combined with severe weather and dry conditions, continue to threaten other sectors as well.

The Alberta government will combat the negative forces affecting the agriculture industry through a variety of measures. Specifically, the government will work to ensure access to foreign markets by strengthening relations with the U.S. and by ensuring Alberta's meat inspection processes are the best in the world. Expansion of the province's meat processing industry is important to ensure that beef products are packaged here in Alberta before being shipped to export markets.

The Alberta government will also ensure its water and land use policies allow the industry to prosper. It will continue to invest in research that is directed at improving the efficiency of agricultural operations.

and ensure that value-added products are exported at their highest development potential.

In the area of **forestry**, Alberta's forestry industry is facing external pressure due to U.S. countervailing duties. The Alberta government is committed to strengthening relations with the U.S. in order to resolve current issues and avoid future problems from arising. Again, a customs union and an Alberta presence in Washington are two areas of focus. Alberta will also support technological development to maximize the export potential and value of forestry products.

The government will also promote **tourism** development through its comprehensive land use policy and by telling Canada, North America and the world about Alberta's spectacular tourist destinations.

A leading economy requires leading public **infrastructure and transportation**. Modern infrastructure and transportation systems are essential to attract investment and skilled workers. Efficient electric transmission lines and oil and gas pipelines, well-equipped health facilities, good schools and post-secondary facilities, high quality water systems and safe and modern roads are key factors to a strong economy. The government will continue to work with local governments, economic development authorities, industry and others in the community to ensure the right infrastructure and transportation systems are available on a timely basis to support economic and demographic growth.

Over the past 10 years, spending on infrastructure and transportation has often depended on available resources. For example, in 2001-02 some capital projects were delayed as a result of an unexpected decline in revenue.

In 2003, the Alberta government took steps to protect program and capital spending plans from revenue volatility through the establishment of the Capital Account, the Sustainability Fund and three-year capital plans. The government will continue to place a priority on planned, stable capital expenditures through the use of these mechanisms. Part of this includes making funds available for timely maintenance and preservation of our capital assets, which may include taking advantage of new approaches to funding capital projects, such as public-private partnerships. Alternative financing options will only be used if they make economic sense and if they get new infrastructure and transportation on-stream efficiently and quickly.

In order to remain globally competitive, Alberta must also work towards continued improvement in its **productivity**. The removal of unnecessary legislative impediments, a competitive tax system, improvements in workplace health and safety, positive labour-management relationships and the development of new technologies will enhance the productive competitiveness of Alberta industry.

In 2003, a study by a Canadian financial institution named Alberta as the best province in Canada in which to start a small business. The Alberta government will continue to support an environment in which **small businesses** can succeed. This means keeping taxes low and eliminating unnecessary rules and regulations. Albertans – always innovative, always willing to take risks – will do the rest themselves.

Opportunity 4: Making Alberta the Best Place to Live, Work and Visit

Albertans have come to expect high-quality social programs and services, and the Alberta government remains committed to providing them.

Over the next 20 years, Albertans and their government will face some significant challenges to improving upon the high quality services Albertans expect.

For example, the real cost of providing quality health care will continue to grow. Over the past 10 years, per-capita health costs have outpaced inflation and economic growth. Albertans know that constantly pouring higher and higher amounts of money into health care does not guarantee the sustainability of the system – in fact, it threatens it.

Similarly, the cost of providing Alberta students with a quality education and support services to children and families is also rising. Finally, as the population ages, pressures on health and related services, including the cost of new drugs and technologies are expected to increase.

The nature of the challenge to improve services is two-fold: government must make sure that its revenues are sufficient to meet the costs of these programs; and government must take steps to keep these programs affordable and sustainable without sacrificing quality. Innovation will play an important role in improving services for Albertans.

Ensuring Adequate Revenue

The Alberta government has taken some steps over the last decade to make sure adequate revenues are in place to fund programs and services. We cut personal and corporate taxes, but made reductions subject to affordability and Albertan's priorities. The Sustainability Fund was created to cushion spending plans against revenue volatility, resulting in improved predictability in program funding from year to year. Most importantly, paying down the provincial debt has freed up funds for programs and services - funds that would otherwise have gone to debt-servicing costs.

But the potential for a decline in natural resource royalty revenues means that the Alberta government must take additional steps to ensure revenues are adequate to meet Albertans' expectations. The Alberta government will continue to monitor our tax regime and set out fiscal policies with this in mind.

In July 2004, the Alberta government declared victory in becoming the only province in Canada to be free of its accumulated debt. The government set aside $3.7 billion to pay off the remainder of the province's accumulated debt. Albertans were asked for their views on how best to use future surplus dollars. Albertans told the government that they wanted surplus dollars directed towards strategic investments in priority areas. The government will act on these priorities.

Improving Services for Tomorrow's Albertans

To ensure Albertans can continue to enjoy the level of services that are currently provided and enhance services in other areas, innovative ways of funding and delivering programs, and reducing costs where possible, are required.

The Alberta government has taken significant steps to improve the efficiency, effectiveness and economy of program and service delivery over the past 10 years. For example, administrative costs for health care have been significantly streamlined. Providing some publicly-funded health services in modern, private clinics rather than expensive hospital settings, and using new drugs and technologies, have improved patient service. Programs such as the "Health Link" initiative provide new ways for Albertans to access health services quickly.

The provincial government has also improved service delivery through the development of a well educated, service-oriented, innovative and motivated public service.

But even with the improvements over the past 10 years, new methods of program delivery and funding are required. Government must remain responsible for setting policy and monitoring outcomes to ensure the desired results are achieved. Programs should be delivered by those best able to deliver them effectively and efficiently whether that is government, the private sector, non-governmental organizations or a combination.

Health care is an issue on the minds of most Albertans when they contemplate the province's future.

The Alberta government will lead the country in implementing innovative ways of financing and delivering services. Working with health providers, the government is building on the recommendations in A Framework for Reform (often called the "Mazankowski Report") to promote healthy living and wellness, and make services more efficient and accessible for all Albertans.

The Alberta government will evaluate alternative ways to finance programs not covered by the *Canada Health Act*, such as long-term care, and look at cost-sharing approaches to a wide range of services.

The Mazankowski Report also emphasizes the priority Albertans must place on being healthy and taking responsibility for their own health. As well, there is an important emphasis on recognizing the impact of health research and technology on the community as an economic driver – a benefit not just a cost.

Services to Alberta's children are not only an important service to those in need; they are an investment in the human potential of the province. Getting a healthy start in life is critical to the success of Alberta's children and the realization of Alberta's vision for 2025.

The Alberta government will continue to place a priority on children's services, especially those services that are designed to enable Alberta's children to succeed at learning. Significant priority will be placed on programs that promote early childhood development and other prevention strategies to support families in promoting the optimal development of children. Overcoming barriers to success at an early age will help children achieve and help society avoid the cost of lost potential. Community partnerships provide leadership in helping young Albertans succeed.

Helping those in need is essential to Alberta's success. More importantly, Albertans want to be sure that fair and compassionate programs are available for those who need some support. The government will continue to support its seniors through income and other supports that allow seniors to remain independent and enable seniors to continue to contribute to their communities.

Barriers to the province's economic and community life can result in limited opportunity and contribute to poor health status. Children from low-income families may not enter school ready to learn. Aboriginal children and communities may require support to ensure the gap is closed between the socio-economic status of Aboriginal and non-Aboriginal Albertans. Children from new Canadian families may face literacy challenges in the home as well as a lack of training in English as a second language. Persons with disabilities and seniors may face financial challenges, access to affordable housing or lack the necessary supports for independence.

The Alberta government will encourage initiatives that assist families and support children to realize their potential, enhance the participation of Aboriginal people in the Alberta economy, and ensure that seniors and Albertans with disabilities enjoy adequate incomes and the supports necessary for independence.

The government will also ensure that quality public **infrastructure and transportation**, such as high quality health facilities, contemporary and well-equipped educational institutes, good schools, and safe and modern roads are efficiently and affordably built and maintained.

Continuously Improving Quality of Life

The stimulation of Alberta's economic growth will enable the province to fund essential services, which in turn helps create a high quality of life.

But quality of life is more than a growing economy and good social programs. It's also about people being able to realize their dreams, feeling safe in their homes and on their streets, knowing their natural environment is protected, and being enriched by cultural, sport and recreational opportunities in their neighbourhoods.

The Alberta government is committed to making investments that contribute to all of these forces that comprise the overall quality of life for all Albertans.

Strong municipalities are an essential part of a strong Alberta. The provincial government will continue to work toward enhancing its relationships with its local governments – ensuring that the roles and responsibilities of local governments are well defined so that these governments can continue to be responsive to the needs of their communities and remain financially strong and viable.

Vibrant **rural communities** are also essential to the province's economy and overall quality of life. The Alberta government will implement a rural development strategy that assures dynamic rural communities where rural and urban families, individuals, organizations, businesses and governments are contributors to the growth, prosperity and quality of life of Albertans. The Alberta SuperNet provides an electronic highway to hundreds of communities, making it more viable for businesses and individuals to compete globally from rural areas. Health services and educational opportunities will be enhanced by new technologies, and sparsity and distance funding will be reviewed to ensure basic services are retained or developed appropriately. The economic opportunities of the Calgary-Edmonton corridor can be distributed more widely with appropriate infrastructure and transportation.

Safe communities are critically important to the well-being of Albertans and their children. The Alberta government will continue to invest in Alberta's communities to make them among the safest in North America. Government will focus on the continued reduction of violent crime by improving its commitment to policing, and getting tougher on those who commit violent offenses. Increased funding will be considered for community policing programs.

The government will play a leadership role in establishing a more responsive justice system by focusing on preventative strategies, expanding the availability and scope of dispute resolution options and using technology to facilitate access to justice services. The Alberta government will help build safer communities by involving the communities themselves, along with the private sector, families, and individuals. It will also continue to pressure the federal government to take tough positions against violent crimes and those who commit them.

Safety is not limited to protection from crime. Albertans need to feel safe in their homes, at work and at play. To provide this assurance, the government supports programs and initiatives for safety standards, injury prevention and safety on our streets, promoting partnerships wherever possible.

World events have highlighted a need to provide security from threats of a global nature. The Alberta government will continue to focus on preparing for, responding to and recovering from major emergencies and disasters at the provincial and local levels. The government will continue development of a world-class security and emergency preparedness framework for the province.

A **clean natural environment and a vibrant cultural mosaic** are other key components of ensuring a high quality of life.

This includes ensuring Alberta's natural areas remain unspoiled and protecting the quality of Alberta's air, lakes and rivers. The Alberta government will place a priority on Alberta's quality natural environment by developing a framework for maintaining its existing natural areas. The implementation of the government's new water strategy will provide for the continued high quality of Alberta's lakes, rivers and streams and will also address water conservation challenges.

The Alberta government will also develop short- and long-term strategies that encourage innovative, creative solutions to take effective action on climate change and ensure a balanced and sustainable approach to growth and industrial and resource development.

Alberta's vibrant artistic and cultural mosaic not only enriches the lives of all Albertans, it opens the doors to more international trade opportunities. The Alberta government is committed to enhancing the province's cultural diversity and recreational resources by developing a long-term strategy to assist communities to focus investment according to community priorities.

Albertans value their **personal and economic freedoms**. Over the past 10 years, the provincial government has continuously reviewed its programs, policies, regulations and legislation to make sure it is not needlessly interfering in the lives of Albertans and remains dedicated to doing so. This requires a continuous commitment to review its programs and end government involvement in areas that can be better delivered by others.

Government must also ensure that it does not waste time and resources to provide services that ought to be the responsibility of individual Albertans. To that end, the Alberta government will continue to review its regulatory systems to ensure that Albertans are not over-regulated and businesses can continue to thrive. If it finds laws or rules that make no sense, it will abolish them.

CONCLUSION: BUILDING ON ALBERTANS' SELF-RELIANCE

This plan was built based on advice from Albertans. Government will continue to work with Albertans, including the private sector, communities and non-governmental organizations to refine this plan.

This plan for Alberta's future is built on a truly Albertan characteristic – a dedication to strong individuals within strong communities.

Over the past 10 years the Alberta government has worked to reduce the role, scope, and cost of government, while building the capacity of communities to achieve their own goals. In pursuing economy, efficiency and effectiveness, some public services were privatized, for example liquor retailing. Others were opened to alternative service delivery, for example, highway maintenance contracts. Individual Albertans were challenged to become independent from income support programs and communities were challenged to become more self-reliant in economic development.

Today, we know that the most aggressive pursuit to improve the economy, efficiency and effectiveness of public programs alone, is not sufficient to assure that needed services are available. Albertans must continue to seek out the best ways to use public services and natural resources.

In health, for example, Albertans have proven they're interested in improving their personal health status through better diet and more exercise. Government, working with Albertans, can help them do that while at the same time reducing pressure on the health system.

In fact, working with Albertans is essential to everything the government will do to achieve the goals laid out in this plan.

The Alberta of 2025 envisioned by the government is a province built on Albertans' values – values that shaped the province through its first century. Compassion. Respect – for the rights of each Albertan, for the province's diversity, and for the natural environment. Commitment to making the province better. Helping each other out. Accountability from government. Maximizing opportunity. A pioneering and entrepreneurial spirit, with a willingness to take risks and embrace new technologies. Strong leadership – strong leaders who will listen, make decisions and take action to protect our high quality of life. And, at the heart of all these values: freedom and self-reliance, the desire to manage their own lives – the belief that people can and should determine where their lives go and how their families are to be raised.

These values and what they have helped to build are Alberta's legacy. An Alberta of the 21st century, still steeped in these values, but shaped by the opportunities of tomorrow, is Alberta's promise.

CROSS-MINISTRY INITIATIVES AND MEDIUM-TERM STRATEGIES

Table of Contents

Cross-Ministry Initiatives and Medium-Term Strategies

Introduction 29

Cross-Ministry Initiatives
- Aboriginal Policy Initiative 30
- Alberta Children and Youth Initiative 33
- Economic Development and Innovation Initiative 37
- Health Innovation and Wellness Initiative 41
- Leading in Learning and Skilled Workforce Initiative 44

Medium-Term Strategies 47

Introduction

The cross-ministry initiatives and medium-term strategies focus on corporate priorities, often involving more than one ministry. They are part of the continuum between the 20-year strategic plan and the 3-year government business plan.

Cross-Ministry Initiatives are an integral part of the Government of Alberta Strategic Business Plan and corporate-wide agenda. They help the government to work toward an integrated set of corporate-wide policy priorities and results that stretch beyond the mandate of each individual ministry. By collaborating, ministries can avoid overlapping or contradictory policies and support a consistent government-wide approach to providing information and supports to address the key issues of importance to Albertans, on a priority basis.

Each cross-ministry initiative supports one or more of the four opportunities identified in Alberta's vision document and 20-year strategic plan.

The 2005-08 cross-ministry initiatives are:

- Aboriginal Policy Initiative;
- Alberta Children and Youth Initiative;
- Economic Development and Innovation Initiative;
- Health Innovation and Wellness Initiative; and
- Leading in Learning and Skilled Workforce Initiative.

The **Aboriginal Policy Initiative** (API) provides a mechanism for Alberta ministries to work together to address issues facing Aboriginal communities and people. The API is one way to address the commitments in Alberta's Aboriginal Policy Framework (APF). The APF has two long-term goals: individual and community well-being and self-reliance; and clearer federal, provincial and Aboriginal roles and responsibilities.

The **Alberta Children and Youth Initiative** (ACYI) is a collaborative partnership of government ministries working together on issues affecting children and youth. The ACYI supports the healthy development of Alberta's children and youth through the joint efforts of provincial government ministries, local authorities and boards, families and communities.

The **Economic Development and Innovation Initiative** (EDII) recognizes that sustaining the performance of Alberta's economy is not an end in itself but the means by which a province is built where all citizens have the opportunity to contribute and share in the Alberta Advantage. To achieve this, we must create a larger, more sustainable and broadly based economy than we have today.

The **Health Innovation and Wellness Initiative** (HIWI) demonstrates government commitment to sustaining a publicly funded health care system that meets the needs of Albertans now and in the future.

The **Leading in Learning and Skilled Workforce Initiative** (LLSWI) is a collaborative partnership among government ministries, working together to ensure that an excellent learning system is available to meet the varying needs of Alberta learners of all ages.

Medium-Term Strategies also include those policy initiatives involving more than one ministry and are important in achieving the government's corporate agenda. They can take up to 10 to 15 years to complete.

Cross-Ministry Initiatives

Aboriginal Policy Initiative

The Aboriginal Policy Initiative (API) provides a mechanism for Alberta ministries to work together to address issues facing Aboriginal communities and people. The API is one way to address the commitments in Alberta's Aboriginal Policy Framework (APF). The API has two long-term goals:

1. Individual and community well-being and self-reliance; and
2. Clearer federal, provincial and Aboriginal roles and responsibilities.

The API contributes to the following Government of Alberta Business Plan goals:

- Goal 1 - Alberta will have a diversified and prosperous economy
- Goal 2 - Albertans will be well prepared for lifelong learning and work
- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
- Goal 10 - Alberta will be a fair and safe place to work, live and raise families
- Goal 11 - The high quality of Alberta's environment will be sustained
- Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

In September 2000, Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework outlined a vision in which "...strong, sustainable Aboriginal economies support self-reliant First Nations, Metis and other Aboriginal communities and people." To achieve this vision, existing social and economic disparities between Aboriginal people and other Albertans need to be addressed. Challenges to achieving the vision and goals outlined in the APF include demographics, economic participation and jurisdictional issues:

1. **Demographics** – The Aboriginal population in Alberta is growing faster and is younger than the non-Aboriginal population. The significant migration of Aboriginal people between their communities of origin and Alberta's towns and cities poses particular challenges in providing effective services to Aboriginal people.
2. **Economic Participation** – Aboriginal communities are seeking greater participation in the growing Alberta economy. While increased economic participation would result in improved social and economic circumstances, a number of significant barriers need to be addressed. These include improving educational attainment levels, developing community capacity and improving coordination.
3. **Jurisdictional issues** – Jurisdictional gaps, uncertainty and unclear roles and responsibilities continue to create problems in effective delivery of services to Aboriginal people, especially across federal-provincial boundaries. The ever-changing environment of federal, provincial and Aboriginal relations is influenced by demographic change, increasing urban migration, the increased role of First Nations and Metis Settlements in governing their own affairs, and recent federal government initiatives including National Aboriginal Roundtable processes.

API partnering ministries will work collaboratively and with non-government partners to address four priority areas in 2005-08:

- Improve the health status and well-being of Aboriginal people
- Support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures
- Improve the participation by Aboriginal people in the Alberta economy
- Clarify federal/provincial/Aboriginal roles and responsibilities

API partnering ministries also participate in other cross-ministry initiatives and facilitate Aboriginal involvement in other provincial strategies and programs. Other Alberta ministries are also involved in specific projects with Aboriginal communities/organizations, the federal government and other partners.

Aboriginal Policy Initiative

PURPOSE: [illegible]

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN

[illegible]

RELATED GOVERNMENT BUSINESS PLAN GOALS

[illegible]

MINISTRY CHAMPIONS: [illegible]

OTHER PARTNERING MINISTRIES

[illegible]

OBJECTIVE: Improve the health status and well-being of Aboriginal people.

STRATEGIES:

- [illegible]
- [illegible]

TARGETS:

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

OBJECTIVE: **Support life-long learning opportunities for Aboriginal people and promote appreciation of Aboriginal cultures.**

STRATEGIES:

- Work with Aboriginal and learning stakeholders to implement the First Nations, Métis and Inuit Education Policy Framework and approved recommendations from Alberta's Commission on Learning to improve outcomes for Aboriginal learners.
- Support initiatives to promote increased appreciation of Aboriginal cultures and inclusion of Aboriginal content into provincial programming.

TARGETS:

- Increase percentage of Aboriginal Albertans aged 25-34 completing high school and post-secondary programs (establish second year baseline data).
- 65 learners will progress to years two and three of Aboriginal-specific teacher preparation initiatives.
- Increase Aboriginal registration in apprenticeship programs to 900.
- Initiate the establishment of two Parent Link Centres with an Aboriginal focus.
- Complete a needs assessment for on-reserve public library services.

OBJECTIVE: **Improve the participation by Aboriginal people in the Alberta economy.**

STRATEGIES:

- Work with government, Aboriginal and private sector partners to improve employment and entrepreneurial opportunities for Aboriginal people in Alberta and close the gap between Aboriginal and non-Aboriginal employment rates.
- Work with government and Aboriginal partners to improve Aboriginal awareness of career, learning, training, employment, and entrepreneurial opportunities.
- Promote effective economic partnerships among Aboriginal groups, industry and other partners.

TARGETS:

- Make Alberta SuperNet available to all eligible First Nation sites requesting service.
- With Aboriginal communities, industry stakeholders and the federal government, implement the Alberta Aboriginal Apprenticeship Project in two locations in southern Alberta.
- Produce second year of baseline data on off-reserve Aboriginal employment and labour force participation rates from the Aboriginal Labour Force Survey.
- Report second year of baseline data on completion and employment rates post intervention under the First Nations Training-to-Employment Program.

OBJECTIVE: **Clarify federal/provincial Aboriginal roles and responsibilities.**

STRATEGIES:

- Support collaborative projects to define federal/provincial Aboriginal roles and responsibilities.

TARGETS:

- Complete development and begin implementation of the First Nations Consultation Policy and guidelines.
- Work with partners in Calgary, Edmonton and Lethbridge to develop and implement urban Aboriginal initiatives.
- Develop a framework to guide Alberta's participation in self-government discussions with First Nations and Canada.

Alberta Children and Youth Initiative

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

[illegible]

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

Alberta Children and Youth Initiative

PURPOSE: Support the healthy development of Alberta's children and youth through the joint efforts of families, provincial government ministries, local authorities and boards, and communities.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:

This cross-ministry initiative supports Leading in Learning, and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:

Goal 2 - Albertans will be well prepared for lifelong learning and work
Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
Goal 10 - Alberta will be a fair and safe place to work, live and raise families

MINISTRY CHAMPIONS: Children's Services, Education, Health and Wellness

OTHER PARTNERING MINISTRIES AND AGENCIES, BOARDS AND COMMISSIONS:

Aboriginal Affairs and Northern Development, Alberta Alcohol and Drug Abuse Commission, Alberta Mental Health Board, Economic Development, Human Resources and Employment, Justice, Seniors and Community Supports, and Solicitor General.

OBJECTIVE: **Children and youth will be well cared for, safe, successful at learning and healthy.**

STRATEGIES:

- Implement initiatives that provide a range of health, social, and learning programs and services that ensure children and youth will be well cared for, safe, successful at learning and healthy, including integrated strategies for the prevention of bullying in response to Alberta Roundtable on Family Violence and Bullying, Finding Solutions Together; strategies for the prevention of sexual exploitation of children and youth; and early childhood development initiatives that support a healthy start in life and provide positive parenting skills.

TARGETS:

- Phased implementation of a bullying prevention strategy, including a public awareness and education campaign and establishment of awareness indicators, and development of tools to facilitate information sharing to support integrated interventions for impacted children and families.
- Develop and distribute provincial training resources for parents and caregivers to assist in increasing awareness of and interventions to prevent child and youth sexual exploitation and focus test in three communities to determine effectiveness.
- Implement up to an additional 16 Parent Link centres across the province to connect parents to resources, community supports and training.
- Implementation plan developed for strategies to enhance screening and referral for young children and their families to support healthy child development.
- Percentage of Alberta children demonstrating healthy social and emotional development (maintain or improve level in relation to national average).

OBJECTIVE:

Families with children and youth with special and complex needs (developmental disabilities, physical and sensory disabilities, health conditions and/or emotional/behavioural disabilities) will benefit from coordinated assessments of needs and integrated planning and delivery of services and supports.

STRATEGIES:

- Implement strategies that enhance integrated planning and services for families with children with special and complex needs, including initiatives related to addressing speech language priorities; key actions identified in the cross-ministry Fetal Alcohol Spectrum Disorder (FASD) Strategic Plan; continued implementation of the Policy Framework for Services for Children and Youth with Special and Complex Needs and their Families, including improving coordination and access to services and supports for youth with disabilities and enhancing cross-sector system capacity to respond to the needs of children and youth with special and complex needs.

TARGETS:

- Phased implementation of priority strategies identified in the review of speech language services for children and youth.
- Establishment of baseline measures for provincial FASD activities related to prevention and awareness, assessment and diagnosis, and training and education.
- Develop a transitional planning protocol for youth with disabilities, to address transitional issues such as living arrangements, educational, and social needs and distribute to 100% of regions.
- Expand multi-disciplinary service delivery model to two additional communities to assess needs and plan for appropriate supports and services for children and youth with special and complex needs.
- 10% increase in the number of families accessing resource information through the Child Disability Resource Link line.

OBJECTIVE:

Children and youth are supported and assisted in making successful transitions in their life, from birth to adulthood.

STRATEGIES:

- Enhance coordination amongst ministries and regional authorities to assist children and their families to move smoothly through the transitions of childhood and adolescence, including enhancing access to the family justice system through examining alternatives to traditional processes; examining and supporting creative ways to support youth, including youth in rural environments, linking with the Economic Development and Innovation Initiative and Alberta's Commission on Learning; and continuing to support Aboriginal communities in addressing the prevention of youth suicide through evaluation and ongoing implementation of the Aboriginal Youth Suicide Prevention Strategy.

TARGETS:

- Implement user-friendly procedures under the *Family Law Act* using a multi-stakeholder forum to help determine priorities for family justice initiatives.
- Establish 10 youth networks across the province to engage youth in their communities and support their future growth and success.
- Engage up to three additional Aboriginal communities to develop community action plans to address the determinants of Aboriginal youth suicide.

OBJECTIVE: **Ministries and regions increase their capacity to collaboratively plan and deliver services that promote the well-being of children, youth and families.**

STRATEGIES:

- Enhance integrated and coordinated service delivery for children and youth, by ACYI ministries partnering with regions and other stakeholders to facilitate cross-sector training in areas related to working within collaborative partnerships, including expansion of cross-sector information sharing; and examining innovative mechanisms such as the use of enhanced technology to increase capacity at the local level to plan and deliver services.

TARGETS:

- Minimum of two cross-sector opportunities provided for provincial and regional participation in learning events related to integrated service delivery.
- Video conferencing pilot sites established in key areas across the province to enhance distance planning and delivery of services for children and youth.

Economic Development and Innovation Initiative

In recognizing the province's current strengths, anticipating changes and identifying broad strategic directions to capitalize on future opportunities, the Economic Development and Innovation Initiative (EDII) provides a framework to inform business planning activities from a broader, more integrated perspective. The EDII contributes to the following Government of Alberta Business Plan goals:

- Goal 1- Alberta will have a diversified and prosperous economy
- Goal 3 - Alberta's international competitiveness will be enhanced
- Goal 9 - Alberta will have strong and effective partnerships with local, provincial, national and international governments
- Goal 11 - The high quality of Alberta's environment will be sustained
- Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

The Economic Development and Innovation Initiative also supports *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta.* It recognizes that sustaining the performance of Alberta's economy is not an end in itself but the means by which a province is built, where all citizens have the opportunity to contribute and share in the Alberta Advantage. To achieve this, we must create a larger, more sustainable and broadly-based economy than we have today. We must make a transition to a more market-focused, knowledge intensive value-added economy across all our economic sectors, whether extracting continued value from resource sectors or pursuing new value-added opportunities.

It is recognized that the attraction, development and retention of human capital is a critical component of a successful innovative economy. Strategies and targets related to human capital are identified in the Leading in Learning and Skilled Workforce Initiative, as well as in the Aboriginal Policy Initiative.

Alberta's 2005-06 Economic Development and Innovation Initiative has four objectives:

- To achieve a more sustainable, innovative and broadly-based economy built on the strengths of our natural capital;
- To enhance the value-added capacity of the natural resource sectors;
- To build vibrant and sustainable communities; and
- To ensure appropriate infrastructure and transportation to support Alberta's economic growth and innovation.

Economic Development and Innovation Initiative

PURPOSE: A future of opportunity in a province that's unmatched, through ministries working together with business, industry, communities, other governments and public institutions, employees and other stakeholders to promote economic development and innovation.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:
This cross-ministry initiative supports Unleashing Innovation, Competing in a Global Marketplace and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:
Goal 1- Alberta will have a diversified and prosperous economy
Goal 3 - Alberta's international competitiveness will be enhanced
Goal 9 - Alberta will have strong and effective partnerships with local, provincial, national and international governments
Goal 11 - The high quality of Alberta's environment will be sustained
Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

MINISTRY CHAMPIONS: Economic Development, Innovation and Science, and Agriculture, Food and Rural Development

OTHER PARTNERING MINISTRIES:
Aboriginal Affairs and Northern Development, Education, Advanced Education, Community Development, Energy, Environment, Sustainable Resource Development, Finance, Infrastructure and Transportation, International and Intergovernmental Relations, Human Resources and Employment, and Municipal Affairs.

OBJECTIVE: **To achieve a more sustainable, innovative and broadly-based economy built on the strengths of our natural capital.**

STRATEGIES:

Implement the value-added strategy, Securing Tomorrow's Prosperity, focusing on the priority value-added sectors of energy technologies and services; value-added energy products; agri-food, building/wood products, tourism, information and communications technology, health and bio industries and environmental technologies and services. Implementation strategies include:

- Facilitate the formation of venture capital in Alberta.
- Focused support for technology commercialization and adoption in the private sector.
- Continue efforts to reduce interprovincial trade barriers.
- Work to strengthen relations with the United States, by far our largest trade and investment partner, leading eventually to the development of a customs union with the U.S.
- Expand Alberta's international markets beyond the U.S.
- Increase support of existing endowment funds, and develop a new fund to support value-added research, innovation and commercialization in the resource and environmental sectors.

TARGETS:

- Amount of venture capital under management in Alberta (under development; baseline data will be collected in 2005).
- Establishment of a joint Alberta Economic Development Authority (AEDA) and Alberta Science and Research Authority (ASRA) technology commercialization and adoption advisory committee.
- Five percent increase of machinery and equipment investment in value-added manufacturing and business services (in constant dollars).
- Development of a bilateral internal trade enhancement agreement with B.C.
- Implementation of an Alberta office in Washington, D.C., to advance Alberta's interests with key decision-makers in Washington.
- Update and focus the Alberta International Marketing Strategy on primary and secondary markets.

- Number of international visitors to Alberta from destinations other than the U.S. will increase by five percent in 2005.
- Additional funding is contributed to endowment funds in 2005-06.

OBJECTIVE: **To enhance the efficiency and value-added capacity of the natural resource sectors.**

STRATEGIES:

- Promote Alberta's position as a world energy centre.
- Implement Alberta's Agri-Food Growth Strategy.
- Develop a forest tenure renewal process.
- Support the implementation of the Alberta Energy Innovation Strategy related to focused, mission-oriented research and innovation in the areas of: oil sands extraction, upgrading and reclamation; clean carbon/coal; CO2 management; improved recovery; alternate energy; and water management.
- Implement "Water for Life: Alberta's Strategy for Sustainability."
- Develop and implement an effective land-use policy.
- Implement a stream-lined regulatory environment.

TARGETS:

- Develop and implement a Ministerial Report on value-added for the natural resource sectors.
- Develop a business case through the joint government/industry Hydrocarbon Upgrading Task Force, which can be used to attract and promote investment in upgrading and refining bitumen into higher value products.
- Funding for agri-food research, development and commercialization enhanced through government, industry and research institutions partnerships.
- Principles and new criteria for forest tenure renewal are prepared.
- Implement the EnergyINet Strategy.
- Implement monitoring and reporting of actual water use by all sectors.
- Develop a land use policy review process.
- Continued implementation of the Sustainable Resource and Environmental Management Framework.

OBJECTIVE: **To build vibrant and sustainable communities.**

STRATEGIES:

- Implement a collaborative approach to rural and regional economic development.
- Support the development of a competitive telecommunications environment in rural Alberta through the implementation of Alberta SuperNet and develop a plan to provide access to users outside rural communities.
- Facilitate the development of a viable energy from biomass industry for the benefit of rural Alberta.
- Work with municipalities to clarify provincial/municipal roles, responsibilities and resources.
- Work with municipalities to manage urban growth.

TARGETS:

- Eight significant regional economic development projects in rural Alberta benefit from cross-ministry support.
- Alberta SuperNet available to 402 rural communities and 27 urban communities in 2005.
- With the implementation of the Alberta Bio Energy Strategy, starting April 1, 2005, a further 2-3 projects to be successfully operating in the province by the end of 2005-06.
- A process for clarifying provincial/municipal roles, responsibilities and resources.
- Major one-time funding increase for municipal infrastructure that will support urban and rural communities.

OBJECTIVE: **To ensure appropriate infrastructure and transportation to support Alberta's economic growth and innovation.**

STRATEGIES:

- Invest in priority infrastructure in support of health care, education and economic development.
- Consider, where appropriate, alternative financing to support infrastructure and transportation development.
- Develop an integrated transportation system.

TARGETS:

- Approve a multi-year Capital Plan with the Budget which provides priority investment in infrastructure.
- Publish guidelines to assist ministries in considering alternative financing of infrastructure projects.
- Publish a draft of the Alberta Multi-Modal Transportation Strategy for review with key stakeholders.

The Health Innovation and Wellness Initiative (HIWI) demonstrates government commitment to sustaining a publicly funded health care system that meets the needs of Albertans now and in the future. The HIWI contributes to the following Government of Alberta Business Plan goals:

- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 6 - Albertans will be self-reliant and independent, and those unable to provide for their basic needs will receive help
- Goal 8 - Alberta will have a financially stable, open and accountable government
- Goal 13 - The vitality and independence of Alberta's seniors will be supported

Overall, Albertans have an exceptional health care system. Great progress has been made to reduce waitlists, improve patient safety and increase access to local primary care initiatives. However, the system also faces many pressures. These include increasing rates of chronic disease, escalating costs for new drugs and technologies, a growing and aging population, rising demand for health services, and mounting cost and scarcity of health human resources. As the rates of cost growth may soon outpace the growth in provincial revenues, the situation is not sustainable.

Finding solutions for this range of challenges requires collaboration. Advancing our priorities, such as keeping Albertans healthier and reducing rates of diabetes, heart disease and injuries each year… finding affordable and timely ways for people to have access to the therapies and technologies they need… developing new ways to offer care in our communities that better meets personal preferences and improves quality of life… effectively engaging a range of health professionals in both treating patients and building their awareness healthier options… and, working upstream on the factors that influence health such as education, affordable accommodation and early childhood development… depends on commitment across government and communities.

Through this cross-ministry initiative, the provincial government is focusing its resources on policies and strategies that will address the cost drivers and result in a healthier population. Key themes for 2005-06 include:

1. **Staying healthy**: Chronic diseases such as heart disease, diabetes, cancer and chronic obstructive pulmonary disease, along with injuries, are the leading causes of death and disability in Alberta. These often highly preventable diseases and injuries result in large treatment costs, losses in productivity and quality of life. Estimates show that the annual cost of diabetes to Albertans is in the range of $262 million and that the annual cost of all injuries in Alberta is approximately $1.8 billion. The most common chronic diseases are linked by a few risk factors, such as unhealthy diet, lack of physical activity, tobacco use and substance abuse as well as other risk taking behaviours.

   The first objective is to optimize the health of Albertans by reducing chronic disease, injury and other emerging health threats through comprehensive provincial strategies.

2. **Right service in the right place**: This second objective intends to enhance the accessibility, quality and "seamlessness" of community services to better meet Albertans expectations. Enhanced community services will also influence several key determinants of health, with particular focus on the needs of seniors, Aboriginal people, individuals with mental illness or addictions, persons with disabilities and low income Albertans.

3. **Integrated policy options for health innovation**: Following up on government's commitment to health innovation, this objective gives partnering ministries the opportunity to collaboratively explore new options. Strategic approaches include implementing local primary care initiatives and appropriate infrastructure planning. An international symposium on leading health systems, to engage cross-ministry partners and others, will be held to generate new options for health system innovation.

Health Innovation and Wellness Initiative

PURPOSE: Optimize Albertans' health by implementing policies and programs that relate to the key determinants of health, reduce chronic disease and injury, and protect public health from emerging threats. Better meet Albertans' expectations for accessible and high quality health services by: streamlining and coordinating health and social supports; and improving models of care.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:

This cross-ministry initiative supports "Unleashing Innovation" and "Making Alberta the Best Place to Live, Work and Visit."

RELATED GOVERNMENT BUSINESS PLAN GOALS:

Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 6 - Albertans will be self-reliant and independent, and those unable to provide for their basic needs will receive help
Goal 8 - Alberta will have a financially stable, open and accountable government
Goal 13 - The vitality and independence of Alberta's seniors will be supported

MINISTRY CHAMPIONS: Health and Wellness, Seniors and Community Supports, Finance, Infrastructure and Transportation

OTHER PARTNERING MINISTRIES AND AGENCIES, BOARDS AND COMMISSIONS:

Human Resources and Employment, Children's Services, Aboriginal Affairs and Northern Development, Education, Alberta Alcohol and Drug Abuse Commission, Community Development and Innovation and Science.

OBJECTIVE: **Optimize Albertans' health by working collaboratively to reduce chronic disease and injury and to protect public health from emerging threats.**

STRATEGIES:

- Implement the Framework for a Healthy Alberta to reduce injury and chronic disease.
- Support implementation of the Alberta Injury Control Strategy.
- Support the development of an action plan for Alberta's Commission on Learning's recommendation #7: "Introduce a new wellness program for all students from kindergarten to grade 12."
- In support of community action, develop a provincial Alberta Drug Strategy to address harms associated with substance use in Alberta.
- Develop an overarching communicable disease emergency response plan (including smallpox plan).
- Complementing the work of the Alberta Traffic Safety Plan Deputy Ministers' Coordinating Committee, participate fully in the implementation of the Alberta Traffic Safety Plan.

TARGETS:

- Strategies will be implemented by all partner ministries and Regional Health Authorities to increase health-promoting behaviour, such as increased physical activity, improved eating practices, tobacco reduction and injury prevention, and Young Family Wellness Initiatives that support healthy child development.
- Baseline data will be established on physical activity levels in schools.
- Implement new youth detoxification and residential treatment services in Alberta.
- Implement a pilot project in Lac La Biche to increase the number of at-risk and pregnant women who are referred by physicians to addictions services.
- Exercise the Alberta Pandemic Influenza Contingency Plan by March 2006.
- Increase the percentage of vehicle occupants wearing seatbelts in Alberta from 84.9% to 85.5%.

OBJECTIVE: **Enhance accessibility, quality and "seamlessness" of community services to better meet the expectations of Albertans, and influence key determinants of health, with particular focus on the needs of seniors, Aboriginal people, individuals with mental illness or addictions, persons with disabilities and low-income Albertans.**

STRATEGIES:

- Building on Healthy Aging strategies, improve access and appropriate utilization of continuing care services; expand "healthy aging in place" opportunities; enhance client responsibility and choice for services; and increase availability of quality, affordable supportive living options for Albertans.
- In support of improving accessibility and quality of mental health services, partners will continue to implement priorities in the Provincial Mental Health Plan.
- Collaborate in implementing the government-approved recommendations from the Assured Income for the Severely Handicapped (AISH) review.
- Explore opportunities for improved policy, program and service coordination of health, housing and social supports for low-income Albertans, including the homeless and those with mental illness.
- Finalize a provincial strategy for addressing the needs of people with addiction and mental health issues.

TARGETS:

- Continue the shift so more Albertans over 75 years of age receive community-based continuing care services, reducing the ratio of those in institutions from 70.5 per thousand in 2003-04 to 69 per thousand in 2005-06.
- Approve policy options for establishing quality standards and monitoring requirements for the housing components of adult supportive living and long-term care and the health care service components for home care, supportive living and long-term care.
- Add 750 affordable supportive living spaces during 2005-07.
- To improve quality of care, develop and implement province-wide quality and safety training for staff working in long-term care facilities and designated assisted living in 2005-07.
- Enhance short-term acute home care, end-of-life care and short-term community mental health home care by 2006.
- Implement the approved government policy direction to provide benefits to clients eligible for AISH and the Alberta Seniors Benefit to improve access to supportive living units.
- Implement two pilot projects, in collaboration with regional health authorities and aligned with the provincial service delivery strategy, to better support Albertans whose lives are affected by addictions and mental health issues.
- Implement two pilot projects that enhance inner-city health and social supports for homeless people with the aim of improving health status and reducing pressures on acute health services.

OBJECTIVE: **Implement integrated policy options for health system innovation.**

STRATEGIES:

- Implement strategies, which effectively integrate population health and support multi-disciplinary teams, to improve primary health care service delivery.
- Continue integrating health and infrastructure planning to support strategic provincial priorities.
- Explore and implement integrated policy options for health system innovation and define the costs of potential changes to other ministries.

TARGETS:

- Implement 12 Local Primary Care Initiatives, including in non-metro and rural areas, which incorporate population health strategies in their service delivery model, and improve appropriate access to multidisciplinary teams of health professionals.
- Allocate the remaining $25 million Health Sustainability Initiative funds to facilitate the appropriate utilization and functionality of health facilities in support of health innovation priorities.
- Engage cross-ministry partners and other key stakeholders in an international symposium to learn more about the best health systems in the world.

The Leading in Learning and Skilled Workforce Initiative (LLSWI) is a collaborative partnership among government ministries, working together to ensure that an excellent learning system is available to meet the varying needs of Alberta learners of all ages. This initiative supports the four key pillars of the *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta.*

Leading in learning focuses on ensuring that Albertans have the opportunities they need to learn, adapt and develop new knowledge and skills.

Unleashing innovation focuses on Alberta becoming a world leader in innovation, research, development and commercialization of new ideas.

Competing in a global marketplace focuses on creating a business and investment environment in Alberta that is recognized around the world as an excellent place to do business.

Making Alberta the best place to live, work and visit focuses on Albertans having a superior quality of life.

In particular, the LLSWI contributes to the following Government of Alberta Business Plan goals:

- Goal 1 - Alberta will have a diversified and prosperous economy
- Goal 2 - Albertans will be well prepared for lifelong learning and work
- Goal 3 - Alberta's international competitiveness will be enhanced
- Goal 4 - Alberta's children and youth will be supported in reaching their potential
- Goal 5 - Albertans will be healthy
- Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
- Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
- Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

Learning success is essential to sustaining Alberta's social and economic wealth whether as a health determinant, a prerequisite of responsible citizenship, or as an economic driver. As Albertans continue to engage in a technologically-driven, rapidly changing, and increasingly global world, learning success will be critical. However, Albertans will not only need to learn new knowledge and skills. They will also need to acquire the ability and motivation to learn continuously throughout life. Alberta students should learn how to learn, seek ideas and information, collaborate with others, and know how to apply what they learn. This approach to learning will serve to help all Albertans, including the aging population, keep pace with the changing demands of the knowledge economy. In short, Alberta's continued prosperity is dependent on a strong culture of lifelong learning - a culture that values learning that occurs at any stage in an individual's life, through different learning styles, in a variety of environments, and for a variety of purposes.

In 2005-06, Leading in Learning and Skilled Workforce partnering ministries will work collaboratively to implement initiatives that address four priority areas:

- Provide high quality, accessible and affordable learning opportunities to ensure that Albertans have the opportunities to learn, adapt and develop new knowledge and new skills.
- Assist Albertans to achieve their full potential and to foster a superior quality of life for Albertans.
- Ensure a sufficient supply of human capital to meet Alberta's economic growth.
- Ensure sustainability and innovation within the learning system.

Many of the Leading in Learning and Skilled Workforce strategies link with and reinforce the Economic Development and Innovation Initiative, the Health Innovation and Wellness Initiative, the Alberta Children and Youth Initiative, and the Aboriginal Policy Initiative. Leading in Learning and Skilled Workforce partnering ministries also participate in these cross-ministry initiatives in support of developing the province's human capital.

Leading in Learning and Skilled Workforce Initiative

PURPOSE: To have the best learning system in Canada where Albertans acquire and apply leading edge knowledge and skills to foster innovation, to ensure a highly skilled, knowledge workforce and to enjoy a high quality of life while being active and responsible citizens.

LINK TO THE VISION AND 20-YEAR STRATEGIC PLAN:

This cross-ministry initiative supports Unleashing Innovation, Leading in Learning, Competing in the Global Marketplace, and Making Alberta the Best Place to Live, Work and Visit.

RELATED GOVERNMENT BUSINESS PLAN GOALS:

Goal 1 - Alberta will have a diversified and prosperous economy
Goal 2 - Albertans will be well prepared for lifelong learning and work
Goal 3 - Alberta's international competitiveness will be enhanced
Goal 4 - Alberta's children and youth will be supported in reaching their potential
Goal 5 - Albertans will be healthy
Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help
Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved
Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

MINISTRY CHAMPIONS: Education, Advanced Education, Economic Development, Children's Services, Human Resources and Employment, and Aboriginal Affairs and Northern Development

OTHER PARTNERING MINISTRIES AND AGENCIES, BOARDS AND COMMISSIONS:

Infrastructure and Transportation, Health and Wellness, Innovation and Science, Justice, International and Intergovernmental Relations, Community Development, Personnel Administration Office, and the Alberta Alcohol and Drug Abuse Commission.

OBJECTIVE: **Provide high quality, accessible and affordable learning opportunities to ensure that Albertans have the opportunities to learn, adapt and develop new knowledge and new skills.**

STRATEGIES:

- Achieve continuous improvement of the basic education system through the Alberta Initiative for School Improvement.
- Work with stakeholders to implement government-approved recommendations from Alberta's Commission on Learning to improve the basic education system.
- Implement the Campus Alberta Framework, including the Quality Council to increase access to quality degree program opportunities.
- Expand Albertans' access to a broad range of quality post-secondary program opportunities, including regional access.

TARGETS:

- Public satisfaction with the overall quality of basic education (target = 70%; survey confidence interval = ±2.2%).
- Satisfaction of post-secondary graduates with the overall quality of their education (data available every second year) (target = 80%+; survey confidence interval = ±5.0%).
- Support the creation of up to 2,000 new spaces through the Access Fund over three years.
- Through the Campus Alberta Quality Council, reviews will be complete or underway for five degree program expansion proposals.

OBJECTIVE: **Assist Albertans to achieve their full potential and to foster a superior quality of life for Albertans.**

STRATEGIES:

- Encourage healthy, active lifestyle habits through daily physical activity for students and health-promoting behaviours.

- Explore the role of post-secondary education within the context of a lifelong learning framework.
- Promote career development awareness and provide planning information to youth and their parents.
- Promote opportunities for youth to experience a variety of career pathways in order to succeed in work and life.
- Ensure that student assistance programs are responsive to the changing needs of learners.
- Ensure the Heritage Scholarship Fund continues to promote high levels of learner excellence.
- Encourage broader awareness and stewardship of the environment.

TARGETS

- Percentages of students achieving acceptable results on Grades 3 and 9 Provincial Achievement Tests (targets: Grade 3 Language Arts at 83%; Grade 3 Math at 83%; Grade 9 Language Arts at 80%; Grade 9 Math at 66%).
- High school completion rate (target: 74%).
- High school to post-secondary transition rate (target: 51%).
- Meet or exceed 2 million visitor sessions per year to the Alberta Learning Information Service (ALIS) website.

OBJECTIVE **Ensure a sufficient supply of human capital to meet Alberta's economic growth.**

STRATEGIES

- Develop a new labour supply strategy to support Securing Tomorrow's Prosperity, a value-added strategy.
- Develop an international recruitment and immigration strategy.
- Begin implementation of a permanent Provincial Nominee Program.
- Begin implementation of next steps outlined in Integrating Skilled Immigrants into the Alberta Economy (2004), including working with the federal government on credential recognition pilot projects for key professions.
- Release results of the *Alberta Occupational Supply/Demand Outlook for 2005-2015*.

TARGETS

- The labour force participation rate remains the highest among all provinces of Canada.
- Percentage of participants who indicate their training helped prepare them for future employment.
- Post-secondary educational attainment of Albertans 25-64 (target: 55%; survey confidence interval: ±1.0%).
- Employment rate of post-secondary system graduates (target: 94%; survey confidence interval: ±1.0%).
- Employer satisfaction with the supply of learning system graduates (including high school graduates and post-secondary degree, diploma and certificate graduates) (data available every second year) (target: 74%; survey confidence interval: ±2.2%).

OBJECTIVE **Ensure sustainability and innovation within the learning system.**

STRATEGIES

- Develop a strategy to ensure investment in the post-secondary system is responsive to emerging needs.
- Enhance the level of knowledge transfer between research and innovation to private sector and communities.
- Support research and skills development in the energy, agriculture and forestry sectors, especially since they are knowledge-intensive and will become more so as value-added activities increase.

TARGETS

- Begin implementation of a post-secondary funding review in 2005.
- Total sponsored research revenue attracted by Alberta universities (target: $600 million).

Medium-Term Strategies

Like the cross-ministry initiatives, the medium-term strategies involve multiple ministries and are important in achieving the government's 20-year strategic plan and corporate agenda. In addition, the 3-year government business plan and the medium-term strategies are aligned. Highlights of the medium-term strategies are:

UNLEASHING INNOVATION

Alberta Biodiversity Strategy	The Alberta Biodiversity Strategy will re-affirm Alberta's commitment to ensuring that biodiversity is sustained. The strategy will outline Alberta's approach to biodiversity conservation, recognizing the significant contribution that it makes to Alberta's economic and social well-being.
Rural Development Strategy	The Rural Development Strategy will provide a framework that will encourage sustained growth in rural Alberta and create opportunities to foster vibrant rural communities. This strategy aims to provide rural communities with the tools, ideas, models, and know-how to empower them and support the creation of opportunities for their communities.
Agriculture Growth Strategy	The goal of the Agriculture Growth Strategy is sustainable growth of the agriculture industry. The strategy is focused on: new and diversified product development (primary and value-added food and non-food products); enhanced market access for agriculture and food industry products; and improved agriculture and food industry business services. The target is to achieve $10 billion primary and $20 billion value-added agricultural food and non-food products by 2010.
Alberta Energy Innovation Strategy	The Alberta Energy Innovation Strategy was developed in recognition of the urgent need for an ongoing supply of affordable energy. The Government of Alberta is bringing together interested public and private sector partners from across Canada to create an integrated and collaborative network that will create value from energy resources, improve environmental performance and build a strong economy. The emphasis is on technology advancement, while managing carbon, hydrogen and nitrogen to achieve the highest value energy products and best-in-class environmental standards.
Mineral Development Strategy	Alberta's Mineral Development Strategy provides a framework for orderly, environmentally responsible mineral exploration and development in the province. Most of the strategic directions facilitate mineral exploration and development through existing structures and mechanisms.
Accelerating Innovation in Alberta	Accelerating Innovation in Alberta addresses actions needed to increase the rate of technology commercialization and adoption in Alberta. Key elements of this strategy address the need to facilitate investment in early stage business ventures, to have a competitive taxation environment, and to have a more focused approach to applied research.

Growing our Future: An Integrated Life Sciences Strategy for Alberta

The aim of the Growing our Future: An Integrated Life Sciences Strategy for Alberta is to foster excellence in life sciences research and innovation, which involves the science, technology, products and processes related to human health, agriculture, forestry and the environment. It has four key areas of concentration: research and development in areas of life science important to Alberta; moving ideas from the lab to market; increasing life sciences education; and responding to ethical and moral concerns.

Agriculture is a fundamental element to the life sciences sector in Alberta. Implementation of Alberta's Agriculture Research and Innovation Strategic Framework will create the capacity to develop a stream of products and innovations to boost growth in this sector and achieve industry targets specified in the Agriculture Growth Strategy.

Post-secondary Learning Act

The *Post-secondary Learning Act* will increase access to adult learning opportunities, including degree programs as well as apprenticeship and industry training. The *Act* lays the foundation for the Quality Assurance of Baccalaureate, Master's and Doctoral programs in Alberta as well as for a pan-Canadian system. The *Act*, when fully implemented, will enhance the Campus Alberta concept and assist in the sustainability of the post-secondary system, which provides students with predictable tuition fees; increased transferability and mobility; increased research opportunities; and the flexibility they need to pursue unique career opportunities. It will also generate returns through increased entrepreneurship, new knowledge and ideas, new products and services, healthier and better-informed citizens, a well-supported economy and a more prosperous society, making Alberta the best place to live, work and visit.

Northern Development Strategy

The Northern Development Strategy will enable government to more effectively plan, address and coordinate sustainable development across the region. This includes addressing economic diversification and adding value to our northern-based resources. Challenges include enhancing the educational attainment and skill development of northern residents, northern transportation systems and local capacity building.

Learning and Technology Policy Framework

The Learning and Technology Policy Framework will provide direction, support, and coordination for the effective use of technology to support learning delivery, knowledge and skill acquisition, learning system management, and research and innovation. The framework will ensure the interoperability of technology systems, applications, and resources through the implementation of province-wide technical standards for architecture and educational program delivery. The implementation of the framework will help expand access to quality learning opportunities, improve learning outcomes and enrich the learning experience for Alberta's globally recognized learning community.

Languages Initiative

The Languages Initiative will ensure that Albertans have the linguistic and cultural skills necessary to compete in the national and global market and work place. The goals of the Languages Initiative include creating capacity and sustainable support for implementation, the development of policies and regulations, the development of programs of study and learning and teaching resources, a comprehensive provincial assessment plan, an adequate supply of qualified second language teachers, and enhanced opportunities for language learners in post-secondary.

Strategic Approach to K-12 Curriculum

The Strategic Approach to K-12 Curriculum will help to ensure that Alberta's students achieve their full potential and are contributing members of society. The goals of the Strategic Approach are to ensure that students are able to read, write and perform basic arithmetic by the time they leave grade three; acquire proficiency in more than one language; use technology effectively to enhance their learning; make healthy choices in a safe and caring environment; and make informed choices that lead to post-secondary education options, employment opportunities and participation in Alberta's economic and community life.

COMPETING IN A GLOBAL MARKETPLACE

Alberta in a Strong Canada Initiative

The Alberta in a Strong Canada Initiative will work to enhance Alberta's role in Canada and achieve constructive and meaningful change through:

- Reshaping the institutions that protect regional interests;
- Ensuring provincial input on national decisions;
- Safeguarding provincial constitutional authority; and
- Strengthening intergovernmental collaboration.

Climate Change Strategy

As part of its Climate Change Strategy in 2002, the Government of Alberta released Albertans & Climate Change: Taking Action. This is the province's action plan to reduce greenhouse gas emissions relative to GDP by 50 per cent below 1990 levels by 2020. This strategy includes actions on seven broad fronts: government leadership; technology and innovation; carbon management; energy conservation; alternative and renewable energy; biological sinks; and adaptation.

Educating Albertans to Compete in a Global Marketplace

Alberta's International Education Strategy will provide direction to the province's education sector and a vision that recognizes Albertans' role as global citizens.

Through an International Education Action Plan, the government will work with key stakeholders to identify priority initiatives to facilitate a Campus Alberta approach to internationalization of the province's education system. This comprehensive internationalization plan will guide strategic efforts including:

- Additional opportunities for Albertans to develop international knowledge, skills and abilities;
- Enhanced marketing and delivery of quality educational products and services worldwide;
- Stronger relationships with key partner countries in education, government and industry;
- Enhanced understanding and commitment to internationalization and its role in the creation of a knowledge-based, innovative workforce.

By ensuring that Alberta's education system has a strong international dimension, Alberta students, teachers, faculty and educational administrators, and the overall economy will contribute to and benefit from a world-class learning system.

MAKING ALBERTA THE BEST PLACE TO LIVE, WORK AND VISIT

Integrated Land Management Program

The Integrated Land Management Program - A Strategy to Deliver Sustainability on Public Land will develop and implement policies, guidelines and practices that work towards minimizing industrial, commercial and recreational footprint on public land.

Alberta Security and Public Safety Strategy

The Alberta Security and Public Safety Strategy will mitigate and prevent the security risks to Alberta posed by intentional acts of violence or destruction by terrorists. The strategy focuses on the development and exercising of security protocols and procedures with full involvement of Alberta's municipal order of government, industry partners, appropriate federal agencies, and provincial government departments and boards.

Land Use Framework

A provincial Land Use Framework will be developed with a new approach to land management that allows the government to ensure that the province's land base is used as effectively as possible, recognizing traditional and different possible users, for the benefit of all Albertans.

Water for Life: Alberta's Strategy for Sustainability

Water for Life: Alberta's Strategy for Sustainability is Alberta's commitment to the wise management of water now and in the future. The strategy represents a new approach to water management and outlines specific actions to address water quantity and water quality issues. Water for Life revolves around three core areas of focus: knowledge and research; partnerships; and water conservation.

Alberta Disability Strategy	Albertans with disabilities may need a range of supports to allow them to participate as full citizens. The Alberta Disability Strategy sets out a blueprint for the development and maintenance of disability supports based on consistent and coordinated policies and programs. It is recognized that supporting persons with disabilities is a shared responsibility, which is achieved through a more inclusive and collaborative approach to disability issues, needs and services.
Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century	The Government of Alberta, through the Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century, will continue to look at how the provincial and municipal governments can best work together. Building the capacity of municipalities to provide efficient and effective services will foster financially strong municipalities that are better able to keep pace with the province's economic growth.
Work Safe Alberta Strategy	The Alberta government, through the Work Safe Alberta Strategy, will continue to work with industry, safety associations, employee organizations and government partners to develop and implement strategies and approaches which will further improve workplace health and safety. This will be an unprecedented challenge since the incidence of workplace injuries and disease in 2004 in Alberta was the lowest in over a decade. The challenge is complicated by the rapid growth of the Alberta economy and workforce.
Strategy for Prevention of Family Violence and Bullying	The Strategy for Prevention of Family Violence and Bullying will support the development of a new Provincial Response to Family Violence and Bullying through community-based services and resources for children and other family members and work toward an Alberta free from family violence.
Alberta Traffic Safety Plan	The Alberta Traffic Safety Plan, based on the four pillars of information/ awareness, education, standards and enforcement, provides a coordinated approach to address traffic safety issues and reduce collisions, injuries and fatalities.
Sustainable Resource and Environmental Management Framework	The Sustainable Resource and Environmental Management Framework will achieve outcome-based management systems, integrated sustainable resource and environmental management policies, and streamlined regulatory processes. Key elements include a government-wide vision with specified outcomes; roles and responsibilities for multiple ministries; place-based approaches; shared responsibility; flexible tools and continuous improvement. The framework will make the resource development regulatory system more effective based on the principles of one application, one approval, one regulator, one appeal, and clear, transparent accountability. It will also enhance direction setting and management with clear policy direction and standards developed across ministries and involving the public. Integrating natural resource and environment information systems will enable easy access to data and information required across government, by industry and stakeholders and by the public.

Alberta Tobacco Reduction Strategy

The Alberta Tobacco Reduction Strategy is a partnership of regional health authorities, non-government organizations, community groups and nine government ministries aimed at reducing disease, disability and death related to tobacco use in Alberta, through prevention, education, cessation and protection of Albertans from second-hand smoke.

2005-08 GOVERNMENT OF ALBERTA BUSINESS PLAN

Table of Contents

2005-08 Government of Alberta Business Plan

Introduction 55
Summary of Goals and Measures 57
Expense by Goal 60
Capital Plan 60
2005-06 Expense by Goal by Ministry 61

Unleashing Innovation 62
  Goal 1 - Alberta will have a diversified and prosperous economy . 63

Leading in Learning 67
  Goal 2 - Albertans will be well prepared for lifelong learning and work 68

Competing in a Global Marketplace 71
  Goal 3 - Alberta's international competitiveness will be enhanced 72

Making Alberta the Best Place to Live, Work and Visit 75
  Goal 4 - Alberta's children and youth will be supported in reaching their potential 76
  Goal 5 - Albertans will be healthy 79
  Goal 6 - Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help . 82
  Goal 7 - The well-being and self-reliance of Aboriginal communities and people will be improved 84
  Goal 8 - Alberta will have a financially stable, open and accountable government 86
  Goal 9 - Alberta will have strong and effective partnerships with local, provincial, national and international governments . 88
  Goal 10 - Alberta will be a fair and safe place to work, live and raise families 90
  Goal 11 - The high quality of Alberta's environment will be sustained 94
  Goal 12 - Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas 96
  Goal 13 - The vitality and independence of Alberta's seniors will be supported 98

Capital Plan 100
  Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life 102

Introduction

The Government of Alberta Business Plan is an ongoing three-year plan that is part of the government's commitment to be open and accountable to the people of Alberta.

The *Government Accountability Act* requires that the government annually publish a three-year consolidated fiscal plan that includes a three-year consolidated capital plan for the government and a government business plan.

THE GOALS

The 2005-08 government business plan has 14 goals that are broad statements of what the government is striving to achieve in its priority areas. The goals in the three-year business plan support the four pillars and the long-term strategies outlined in the 20-year strategic plan, *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*. The goals are presented under the four pillars: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

A goal in the government business plan should not be considered in isolation from the other goals. Progress towards one goal often results in progress being made towards other goals. For example, the high quality of Alberta's natural environment contributes to the overall health of Albertans, which in turn contributes to the economic and social well-being of Albertans.

The government cannot achieve the goals alone. It requires effort from all Albertans. The government works in partnership with other levels of government, communities, businesses, industry, and not-for-profit sectors towards the achievement of Alberta's goals.

Each of the government's goals provides information that helps the reader to understand how the government plans to work towards achieving the goal over the three years of the business plan. This information is presented under the following sections: What it means; Link to fiscal plan; Link to cross-ministry initiatives and medium-term strategies; Strategies; and Measures.

What it means

Each goal includes a "What it means" section that describes the goal from the government's perspective and provides context for the goal statement. This section also highlights some of the government's ongoing work that contributes to achieving the goal. It also directs readers to related goals in cases where the government's work towards achieving the goal affects progress towards other goals in the business plan.

Link to fiscal plan

The first 13 goals of the three-year business plan are linked to the government's *2005-08 Fiscal Plan* through the expense by function breakdown of the government's spending. The "Link to fiscal plan" section of each goal shows the annual provincial spending directed at achieving the goal and lists the ministries that contribute financially to achieving the goals.

While the first 13 goals are aligned with the three-year fiscal plan, Goal 14 is aligned with the government's 2005-08 Capital Plan. Goal 14, Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life, has a different perspective than the other 13 goals.

The dollars presented for Goal 14, represent the total value of capital being acquired or directly supported by the provincial government. This includes grants to local authorities for capital purposes, which are also included in Goals 1 to 13, spending on provincial government-owned capital and the value of projects being alternatively financed.

Link to cross-ministry initiatives and medium-term strategies

Where applicable, each goal contains a section that lists the cross-ministry initiatives and medium-term strategies that support achievement of the goal. Cross-ministry initiatives integrate policy priorities and results that stretch beyond the mandate of individual ministries. They are part of the continuum between the 20-year strategic plan and the 3-year government business plan. More information about the cross-ministry initiatives and medium-term strategies is presented in the third section of the *Government of Alberta Strategic Business Plan*, following the 20-year strategic plan.

Strategies

The "Strategies" section of each goal sets out the specific objectives that the government is undertaking for the three years of the business plan to address challenges and opportunities related to achieving the goal. The strategies provide information on the government's plan to achieve the goal over and above its ongoing day-to-day work. They are traceable to the business plans of the ministries that contribute to the goal as listed in the "Link to the fiscal plan."

Goal 14 contains strategies for Alberta's government-owned and supported infrastructure that are essential to the achievement of the province's other goals.

Measures

The "Measures" section of each goal includes a suite of measures to track progress towards achieving the goal. This year, for the first time, the business plan contains two groups of measures: performance measures, as reported in the past; and societal measures.

Societal measures track broad social and economic trends in the province. They provide context for assessing the current state of important aspects of the province's well-being that relate to the goal. These measures are influenced by numerous factors that are outside of government and therefore should be viewed as a measure of the province's well-being taking into account all of the influencing factors both within and outside of the province. The efforts of individual Albertans, business and industry, communities, not-for-profit groups and other levels of government also play an important role in contributing to the province's well-being and influence the results of societal measures. To show the recent trend for these provincial measures of well-being, societal measures are presented in the business plan with five years of results, but without annual targets.

Performance measures track the progress being made in priority areas related to the goal. These measures have annual targets that the government reports its performance against each year. Performance measures are presented in the business plan with the last actual results and targets for each of the three years of the plan. Taken together, the societal and performance measures help the reader to assess the current well-being of the province with respect to the goals and whether the government's strategies are effective in contributing to achievement of the goals in the short term and over time.

MINISTRY BUSINESS PLANS

Additional information that relates to the government's goals is provided to Albertans through ministries' three-year business plans that accompany the government's business plan. Each ministry indicates how its goals relate to and support the government's goals in the "Link to the Government Business Plan" section of its business plan.

SUMMARY TABLES

Following the Introduction, three summary tables are presented: Summary of Goals and Measures table is presented under the four pillars of the 20-year strategic plan; an Expense by Goal table; and an Expense by Goal by Ministry table.

Summary of Goals and Measures

Unleashing Innovation ...

GOAL ONE

Alberta will have a diversified and prosperous economy

Gross Domestic Product (GDP) - Three-year average annual growth rate of real GDP.

Distribution of Gross Domestic Product (GDP) - Three-year average of the percentage of real GDP by selected industry sectors.

Personal Disposable Income - Current dollars per capita and international rank.

Investment in Manufacturing and Service Industries - Value of new capital expenditure on construction, machinery and equipment in Alberta's manufacturing and service industries, and percentage change.

Government Support for Innovation - Percentage of Government of Alberta expense used to support innovation.

Sponsored Research at Alberta Universities - Total dollar value of sponsored research from all sources.

Leading in Learning ...

GOAL TWO

Albertans will be well prepared for lifelong learning and work

Employment Rates of Albertans Aged 25-34 by Highest Level of Education - Employment rates of high school, post-secondary diploma or certificate, and post-secondary degree graduates.

Literacy and Numeracy - Percentage of all Grade 9 students who achieve the acceptable standard on Provincial Achievement Tests.

Educational Attainment of Albertans - Percentage of Albertans aged 25-34 that completed high school, and the percentage of Albertans aged 25-64 that completed post-secondary education.

Lifelong Learning - Public satisfaction that most adult Albertans are able to access the education or training they want.

Adult Participation in Learning - Participation rate of Albertans 25+ in credit and non-credit courses.

Skill Development - Employer satisfaction with recent graduates' skills and quality of work (includes high school, apprenticeship and post-secondary graduates).

Competing in a Global Marketplace ...

GOAL THREE

Alberta's international competitiveness will be enhanced

Total Goods Exports - Percentage change in international commodity exports measured in current dollars, including primary agriculture, primary forestry, fishing and trapping, mining and energy, and manufactured goods.

Labour productivity - Real GDP in dollars per hour worked and inter-provincial rank.

Value-Added Exports - International value-added exports measured in current dollars, including manufactured good and services.

Tourism Industry Revenue - Annual value of all tourism revenues in Alberta measured in current dollars, including expenditures made by residents and non-residents.

Making Alberta the Best Place to Live, Work and Visit ...

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

Well-Being of Children - Percentage of children living in families with incomes at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank).

Social and Emotional Development - Percentage of Alberta children demonstrating healthy social and healthy emotional development.

Parenting Skills - Percentage of Alberta children aged 0-5, whose parents are interacting positively with them.

GOAL FIVE

Albertans will be healthy

Life Expectancy at Birth - Years of life for males and females.

Self-Reported Health Status - Ratings of Albertans aged 18-64 who rate their health as "excellent," "very good" or "good."

Participation in Healthy Behaviour - Percentage of Albertans who participate in healthy behaviour (exercise regularly - "active" or "moderately active"; maintain a healthy body mass index; and eating healthy – 5-10 servings of fruit and vegetables each day).

Ease of Access to Physician and Hospital Services - Percentage of Albertans who have "easy" or "very easy" access to physician services and hospital services.

Public Rating of Health System Overall - Percentage of Albertans who rate the overall health system as "excellent" or "good."

GOAL SIX

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

Economic Status of Albertans - Percentage of Albertans living at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank).

Persons with Developmental Disabilities (PDD) Funded Services - Satisfaction, by families/guardians of persons with developmental disabilities, with PDD-funded services.

GOAL SEVEN

The well-being and self-reliance of Aboriginal communities and people will be improved

Educational Attainment of Aboriginal Albertans Aged 25-34 - High school and post-secondary completion.

Aboriginal Affairs - Public approval rating on Aboriginal issues.

GOAL EIGHT

Alberta will have a financially stable, open and accountable government

Provincial Credit Rating - Blended credit rating for domestic debt.

Accumulated Debt - less cash set aside for future debt repayment.

Tax Load - Total provincial and municipal tax load, as a percentage of the Canadian average and inter-provincial rank.

Government Financial Accountability - Percentage of Albertans who think they get enough information on the government's financial performance.

GOAL NINE

Alberta will have strong and effective partnerships with local, provincial, national and international governments

Federal-Provincial Relations - Public approval rating of the Alberta government in federal-provincial relations as a percentage of the average rating of the four nearest provinces.

Albertans' Satisfaction with their Local Governments - Percentage of Albertans satisfied with their local governments.

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

Perceived Seriousness of Crime in the Neighbourhood - Percentage of Albertans that feel crime is not a serious problem in their neighborhood.

Violent Crime Rate - Alberta's violent crime rate per 100,000 population.

Property Crime Rate - Alberta's property crime rate per 100,000 population.

Work Stoppages - Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).

Workplace Lost-Time Claim Rate - Number of lost-time claims per 100 person-years worked.

Effectiveness of Human Rights Protection - Adult Albertans' perception of how well human rights are protected in Alberta.

GOAL ELEVEN

The high quality of Alberta's environment will be sustained

Drinking Water Safety Indicator - Evaluates performance of facilities delivering safe drinking water.

River Water Quality Index - Evaluates water quality of six major Alberta rivers at key sites.

Air Quality Index - Evaluates the quality of Alberta's air using five major pollutants.

Municipal Solid Waste to Landfills - Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills.

GOAL TWELVE

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

Visitor Satisfaction with Provincial Historic Sites, Museums and Interpretive Centres - Satisfaction of visitors with experiences at provincial historic sites, museums and interpretive centres.

Visitor Satisfaction with Provincial Parks and Recreation Areas - Satisfaction of visitors with experiences at provincial parks and recreation areas.

Sport and Recreation Participation - Percentage of adult Albertans participating in sport and recreational activities.

Participation in Arts and Cultural Activities - Percentage of adult Albertans participating in arts and cultural activities.

GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

Seniors' Average Total Income - Senior's average total income including proportions from government transfers and non-government funded sources of income.

Self-Reported Health Status - Ratings of Alberta seniors aged 65 and over who rate their health as "excellent", "very good" or "good."

Capital Plan ...

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Physical Condition of Health Facilities - Percentage in acceptable ("fair" or "good") condition.

Physical Condition of Learning Facilities - Percentage of schools and post-secondary institutions in acceptable ("fair" or "good") condition.

Physical Condition of Government-Owned and Operated Buildings - Percentage in acceptable ("fair" or "good") condition.

Physical Condition of Provincial Highways - Percentage in acceptable ("fair" or "good") condition.

Effective Water Management Infrastructure - Percentage in acceptable ("fair" or "good") physical condition.

Expense by Goal[1]

(millions of dollars)

		2003-04 Actual	2004-05 Budget	2004-05 Forecast	2005-06 Estimate	2006-07 Target	2007-08 Target
Goal 1	Alberta will have a diversified and prosperous economy[2]	2,017	1,482	2,053	1,779	1,669	1,669
Goal 2	Albertans will be well prepared for lifelong learning and work	5,854	6,333	6,391	6,754	7,125	7,263
Goal 3	Alberta's international competitiveness will be enhanced[2]	1,021	988	1,281	1,922	1,904	1,997
Goal 4	Alberta's children and youth will be supported in reaching their potential	700	741	767	799	827	851
Goal 5	Albertans will be healthy	7,646	8,400	9,047	9,510	9,842	9,944
Goal 6	Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help	1,423	1,497	1,529	1,610	1,688	1,730
Goal 7	The well-being and self-reliance of Aboriginal communities and people will be improved	35	40	36	43	81	67
Goal 8	Alberta will have a financially stable, open and accountable government	1,027	1,165	1,137	1,143	1,110	1,112
Goal 9	Alberta will have strong and effective partnerships with local, provincial, national and international governments	417	401	401	380	354	328
Goal 10	Alberta will be a fair and safe place to work, live and raise families	858	806	972	911	939	960
Goal 11	The high quality of Alberta's environment will be sustained	184	178	185	193	193	192
Goal 12	Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas	274	307	297	328	287	288
Goal 13	The vitality and independence of Alberta's seniors will be supported	295	311	343	454	456	440
Total Expense (program expense and debt servicing)		21,751	22,649	24,439	25,826	26,475	26,841

[1] The allocation of expense by goal is derived from the Expense by Function table in the Fiscal Plan

[2] The outcomes of Goals 1 and 3 are complementary; therefore, spending on either goal significantly affects the outcome of the other goal. Spending is allocated to the respective goals based on the current priority of the program spending

Capital Plan[1]

(millions of dollars)

		2005-06 Estimate	2006-07 Target	2007-08 Target	Three-Year Total
Goal 14	Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life	3,166	2,982	3,071	9,219

[1] Represents the total value of capital being acquired or directly supported by the provincial government. This includes grants to local authorities for capital purposes, which are also included in Goals 1 to 13, spending on provincial government-owned capital, and the value of projects being alternatively financed. It does not include capital amortization and financing costs

2005-06 Expense by Goal by Ministry

(millions of dollars)

	Goals*													
	One	Two	Three	Four	Five	Six	Seven	Eight	Nine	Ten	Eleven	Twelve	Thirteen	Total
Legislative Assembly	-	-	-	-	-	-	-	70	-	-	-	-	-	70
Aboriginal Affairs and Northern Development	-	-	-	-	-	-	39	-	-	-	-	-	-	39
Advanced Education	-	1,658	-	-	-	-	-	-	-	-	-	-	-	1,658
Agriculture, Food and Rural Development	1,151	-	-	-	-	-	-	53	-	-	-	-	-	1,204
Children's Services	-	-	-	799	-	-	-	-	-	-	-	-	-	799
Community Development	-	-	-	-	-	-	-	-	-	6	-	241	-	247
Economic Development	47	-	33	-	-	-	-	-	-	-	-	-	-	80
Education	-	4,155	-	-	-	-	-	4	-	-	-	-	-	4,159
Energy	140	-	-	-	-	-	-	50	-	-	13	-	-	203
Environment	-	-	-	-	-	-	-	-	-	-	138	-	-	138
Executive Council	-	-	-	-	-	-	-	26	-	-	-	-	-	26
Finance	23	-	-	-	56	-	-	391	287	26	-	-	-	783
Gaming	78	-	-	-	-	-	4	-	-	-	-	87	-	169
Government Services	3	-	-	-	-	-	-	3	-	84	-	-	-	90
Health and Wellness	-	-	-	-	8,977	-	-	-	-	-	-	-	-	8,977
Human Resources and Employment	5	281	3	-	-	437	-	16	-	36	-	-	-	778
Infrastructure and Transportation	17	660	1,881	-	394	-	-	380	1	30	25	-	32	3,420
Innovation and Science	181	-	-	-	-	-	-	-	-	-	-	-	-	181
International and Intergovernmental Relations	-	-	-	-	-	-	-	-	10	-	-	-	-	10
Justice	-	-	-	-	-	58	-	-	-	256	-	-	-	314
Municipal Affairs	-	-	-	-	-	-	-	31	82	14	-	-	-	127
Restructuring and Government Efficiency	-	-	-	-	-	-	-	80	-	-	-	-	-	80
Seniors and Community Supports	-	-	-	-	83	1,100	-	39	-	-	-	-	422	1,644
Solicitor General	-	-	-	-	-	15	-	-	-	390	-	-	-	405
Sustainable Resource Development	134	-	5	-	-	-	-	-	-	69	17	-	-	225
Total Expense	1,779	6,754	1,922	799	9,510	1,610	43	1,143	380	911	193	328	454	25,826

* See page 60 for goal statements

Unleashing Innovation

The focus of the **Unleashing Innovation** pillar is to become a world leader in innovation, research, development and commercialization of new ideas. This applies to both our existing strengths in energy, agriculture and forestry as well as new businesses that create wealth by commercializing new technologies, creating new products and adding value at home for export abroad.

GOAL ONE

Alberta will have a diversified and prosperous economy

What it means

Sustainable economic growth and prosperity are essential to maintaining and improving Albertans' overall quality of life. Innovation, value-added diversification and global competitiveness are key for sustaining the momentum of Alberta's economy. To help strengthen Alberta's economy and enhance its long-term economic stability, the government encourages growth of the province's value-added sectors, international exports and tourism. Alberta's exports and investment opportunities must remain competitive within the global marketplace. (See Goal 3).

The government promotes development and diversification of, and investment in the province's renewable and non-renewable natural resources including its oil, natural gas, minerals, forestry, and agricultural and food industries. Alberta's natural resources must be managed in a manner that is fair and in the public interest of Albertans. Alberta's forests, fish and wildlife, water, land and air must be sustained for the economic, recreational and social benefits of future generations (see Goal 11).

The government promotes innovation and productivity growth in the province, and the creation of higher-value jobs, goods and services. Alberta companies are encouraged to add more value to goods that are made, grown or extracted through resource upgrading, reprocessing, manufacturing, or to add knowledge to adopt or commercialize new products, services and technologies. Alberta is building its innovation capacity to capitalize on the knowledge base of industry and economic development, strengthening small and medium sized enterprises, and focusing on industry sectors with the greatest potential for value-added growth.

A skilled labour force is essential for a diversified and prosperous economy (see Goal 2). To improve Alberta's labour force, the government supports labour market analysis, labour force planning and development, as well as the removal of international and inter-provincial barriers to labour mobility.

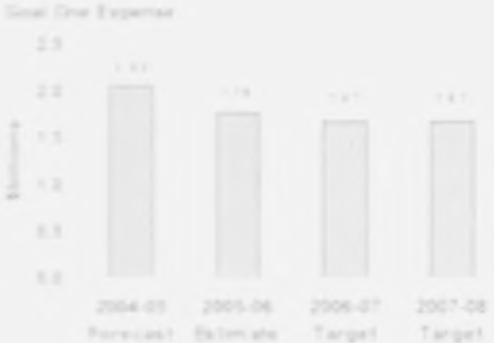
Effective registry systems promote Albertans' confidence in conducting business transactions and support existing and new businesses through registration of their corporate interests. The government works to ensure that policies related to Alberta's gaming and liquor industries achieve a balance between choice, social responsibility and economic benefit, and that the integrity of those industries is maintained. Ensuring an effective transportation network and providing support for infrastructure facilities plays an important role in sustaining Alberta's economic prosperity (see Goal 14).

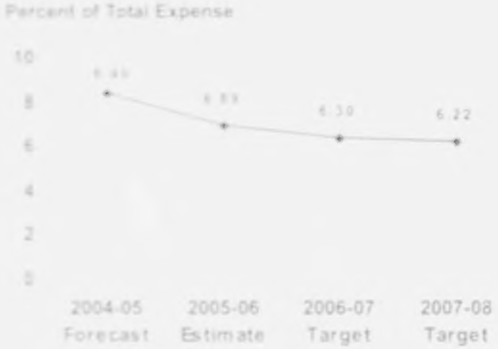
Link to fiscal plan

This goal links to the parts of the Agriculture, Resource Management and Economic Development function and the Transportation, Communications and Utilities function of the government's Fiscal Plan that include spending of the following ministries: Agriculture, Food and Rural Development; Economic Development; Energy; Finance; Gaming; Government Services; Human Resources and Employment; Infrastructure and Transportation; Innovation and Science; and Sustainable Resource Development.

GOAL ONE

Alberta will have a diversified and prosperous economy





Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Economic Development and Innovation Initiative; and Leading in Learning and Skilled Workforce Initiative. (See pages 30-32, 37-40 and 44-46.)
- The following medium-term strategies support achievement of this goal: Accelerating Innovation in Alberta; Agriculture Growth Strategy; Alberta Energy Innovation Strategy; Alberta Traffic Safety Plan; Climate Change Strategy; Growing the Future: An Integrated Life Sciences Strategy for Alberta; Land-Use Framework; Mineral Development Strategy; Rural Development Strategy; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. (See pages 47-51.)
  - These medium-term strategies are, in turn, supported by sector-specific strategies: Agriculture Research and Innovation Strategic Framework; Forestry Research Strategic Plan; and Information and Communications Technology: A Strategy for Alberta.

Strategies

- Position and develop Alberta as a global energy leader building on Alberta's strengths in oil, gas and coal exploration and development, oil sands production, energy transportation, refining and petrochemicals, research and innovative technologies, and the world class expertise and knowledge of Albertans.
- Encourage industry investment in new development and expanded production of Alberta's oil sands. Support research into reducing the use of natural gas in oil sands production, extraction, upgrading and reclamation, and encourage the development of new petrochemical feedstock supplies from oil sands upgrading and processing.
- Collaborate with stakeholders across Canada in an Energy Innovation Network, which supports six identified programs in: oil sands upgrading, clean carbon/coal, CO2 management, improved recovery, alternate and renewable energy, and water management.
- Encourage the development of new energy sources such as natural gas in coal (coal bed methane), hydrogen, bioenergy, wind, geothermal and improved recovery from existing conventional oil and gas reserves.
- Implement consultation strategies with Aboriginal people in the resource management sector, pursuant to the Aboriginal Policy Framework.

GOAL ONE

Alberta will have a diversified and prosperous economy

- Complete mineral mapping of northern Alberta for stakeholders' use.
- Streamline and improve the energy, environmental and resource management regulatory system so that Alberta has an efficient regulatory system that enables economic growth while ensuring environmental quality.
- Develop approaches to assist government in managing its natural resources in a sustainable manner, specifically, by designing and testing a biodiversity monitoring system.
- Provide a sound framework for the planning and development of industrial and commercial access on public land through provincial policy and guidelines supported by appropriate legislative mechanisms.
- Support the ongoing development and operations of the Regional Economic Development Alliances throughout Alberta.
- Implement the Federal/Provincial Agricultural Policy Framework to help position the agriculture industry for the future.
- Promote the building of knowledge-based industries by investing in research and development, enabling technology commercialization and adoption, and the introduction of new products, processes and services into the marketplace.
- Enhance the capability and capacity of Alberta's research system in the areas of energy, environmental science, information and communications technology and life sciences.
- Support the implementation of innovative ideas and initiatives within the Government of Alberta that improve service delivery or encourage innovation in the Alberta economy through the Innovation Program.
- Enhance safety and reduce travel time through highway system measures such as the overall integration of geometrics, traffic signals, pavement markings, and other specialties such as rest areas and changeable message signs.
- Work with municipalities and other stakeholders to ensure appropriate transportation infrastructure investment to maintain efficient and integrated networks and supply chains.
- Work with local jurisdictions and stakeholders in developing provincial transportation strategies.
- Enhance Alberta's capacity to develop, attract and retain the high quality people needed to support innovation through the Alberta Heritage Foundation for Medical Research, the Alberta Ingenuity Fund and iCORE.
- Develop an international recruitment and immigration strategy, including appropriate recognition of foreign credentials.
- Promote access to employment opportunities by reducing or eliminating labour mobility barriers.

GOAL ONE

Alberta will have a diversified and prosperous economy

Measures

Societal Measures	1997-99	1998-00	1999-01	2000-02	2001-03
Gross Domestic Product (GDP) Three-year average annual growth rate of real GDP.	4.5%	4.2%	3.0%	3.4%	2.3%
Distribution of Gross Domestic Product (GDP) Three-year average of the percentage of real GDP by selected industry sectors:					
Agriculture and Forestry	3.0%	3.1%	2.9%	2.5%	2.2%
Mining and Energy	19.4%	18.5%	17.6%	16.5%	15.8%
Manufacturing	10.3%	10.4%	10.4%	10.3%	10.0%
Construction and Utilities	9.8%	10.0%	10.4%	10.6%	10.4%
Business and Commercial Services	8.8%	9.2%	9.5%	9.9%	10.3%
Other Services	48.7%	48.7%	49.2%	50.3%	51.4%
Personal Disposable Income Current dollars per capita (inter-provincial rank).	$20,943 (2nd highest) (1999)	$22,559 (2nd highest) (2000)	$24,658 (highest) (2001)	$25,129 (highest) (2002)	$25,654 (highest) (2003)

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Investment in Manufacturing and Service Industries Value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries. (Percentage change).	$10.9 billion (-2.2%)	2003	$12.0 billion (6.0%)	$12.7 billion (6.0%)	$13.5 billion (6.0%)
Government Support for Innovation Percentage of Government of Alberta expense used to support innovation.	1.31%[e]	2003-04	Increasing up to 5%,as affordable, by 2015		
Sponsored Research at Alberta Universities Total dollar value of sponsored research from all sources.	$583 million	2003-04	$606 million	$630 million	$663 million

e Estimate.

Leading in Learning

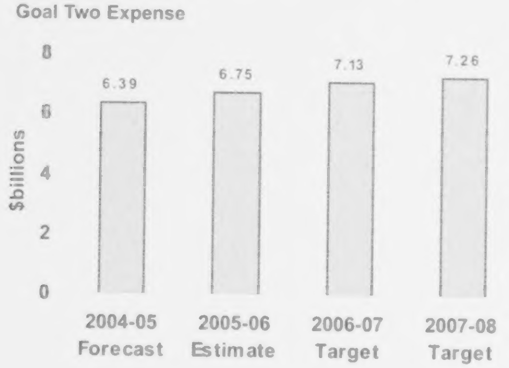
The focus of the **Leading in Learning** pillar is to ensure that our educational opportunities are second to none, our children have the chance to get a healthy start in life and opportunities exist for lifelong learning.

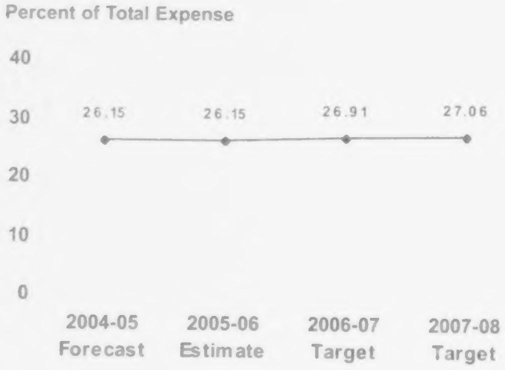
GOAL TWO

Albertans will be well prepared for lifelong learning and work

What it means Quality basic and advanced education, lifelong learning and human resource development enables Albertans to be responsible, caring, creative, self-reliant and contributing members of society. In modern societies, knowledge, innovation, research and lifelong learning are the key drivers of economic and societal prosperity. Students in the K-12 education system develop solid foundational and citizenship skills and are encouraged to achieve their individual potential, develop healthy and active lifestyles, apply technologies, complete high school and explore a variety of career pathways to succeed in life and work in a safe and effective learning environment. The strength of Alberta's adult learning system is that it provides accessible, affordable and high quality learning opportunities in a variety of fields. The system helps Albertans build the learning, work and life skills they need to achieve their aspirations and maximize their potential. It is particularly important to ensure that the K-12 education system meets the needs of under-represented groups, and that they have access to advanced education, including apprenticeship opportunities. In support of the system, the province provides funding to build, operate and maintain schools and post-secondary institutions throughout Alberta (see Goal 14). The government provides income support to adult learners and works with industry to respond to their need for a trained and skilled workforce. Working with stakeholders is essential to building a world-class, lifelong learning community. Through the support of various programs, young people can acquire practical work experience and diverse training to prepare them for the workplace of tomorrow. Individual Albertans, including those with barriers to employment, are helped to get the skills, services, and career and labour market information they need to find and keep a job.

Link to fiscal plan This goal links to the Education function of the government's Fiscal Plan that includes spending of the following ministries: Advanced Education; Education; Human Resources and Employment; and Infrastructure and Transportation.


Goal Two Expense


Percent of Total Expense

GOAL TWO

Albertans will be well prepared for lifelong learning and work

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 44-46.
- The following medium-term strategies support achievement of this goal: Educating Albertans to Compete in a Global Marketplace; Languages Initiative; Learning and Technology Policy Framework; Northern Development Strategy; Post-Secondary Learning Act; Rural Development Strategy; Strategic Approach to K-12 Curriculum; and Strategy for Prevention of Family Violence and Bullying. See pages 47-51.

Strategies

- Improve success for learners by enhancing early interventions and transitions between school and home, community, work and further study.
- Work collaboratively with school authorities to improve results in schools where student achievement does not meet provincial standards over time, including increasing high school completion rates.
- Work with intergovernmental partners, such as the Northwest Territories, British Columbia and the Western and Northern Canadian Protocol, to further develop Alberta's unique cooperative arrangements and strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada; Pan-Canadian Assessment Program, Canadian apprenticeship councils, and others.
- Encourage increased industry participation and investment in the apprenticeship and industry training system in collaboration with the Alberta Apprenticeship and Industry Training Board, employers and stakeholders.
- Introduce new legislation to promote development of and expand access to learning opportunities for all qualified Albertans.
- Develop an overall adult learning strategy to guide strategic direction and investment in the adult learning system.
- Develop strategies to increase participation in learning opportunities by Aboriginal, immigrant and other under-represented groups.
- Review affordability and improve the design and delivery of student financial assistance to continue to ensure that financial need is not a barrier to participation in advanced education opportunities.
- Provide programs and services to assist youth, immigrants, Aboriginal people, older workers, persons with disabilities and income support and employment insurance clients to develop skills to increase their labour force participation.
- Develop and publish career and labour market information products and resources that will help Albertans manage their careers and adapt to the changing labour market.
- Develop the Skills Shortages Strategy to address Alberta's skills shortages, skills deficits and workforce productivity.

GOAL TWO

Albertans will be well prepared for lifelong learning and work

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Employment Rates of Albertans Aged 25-34 by Highest Level of Education					
High school completion.	81%	2004	83%	83%	83%
Post-secondary diploma or certificate.	86%	2004	88%	88%	88%
Post-secondary degree.	84%	2004	87%	87%	87%
Literacy and Numeracy					
Percentages of all students in Grade 9 who achieve the acceptable standard on Provincial Achievement Tests:					
Language Arts	78%	2003-04	81%	81%	82%
Mathematics	66%	2003-04	69%	70%	71%
Educational Attainment of Albertans					
High school completion (Age 25-34).	90%	2004	90% or higher	90% or higher	90% or higher
Post-secondary completion (Age 25-64).	56%	2004	57%	57%	57%
Lifelong Learning					
Public satisfaction that most adult Albertans are able to access the education or training they want.	72%	2003-04	73%	73%	73%
Adult Participation in Learning					
Participation rate of Albertans 25+ in credit and non-credit courses.	28%	2003-04	30%	30%	30%
Skill Development (biennial survey)					
Employer satisfaction with recent graduates' skills and quality of work (includes high school, apprenticeship and post-secondary graduates).	89%	2003-04	90%	n/a	To be determined

n/a not applicable (biennial survey)

Competing in a Global Marketplace

The focus of the **Competing in a Global Marketplace** pillar is to create a business and investment environment that is recognized around the world as an excellent place to do business.

GOAL THREE

Alberta's international competitiveness will be enhanced

What it means

Global competitiveness is key for sustaining the momentum of the Alberta economy. The government encourages growth of the province's international exports and tourism, and promotes Alberta as an attractive trading partner and provides market intelligence and business services to internationally active Alberta companies. To maintain Alberta's competitive advantage, the government builds trade and investment relations with foreign governments, and works to remove barriers to trade and investment through domestic and international trade negotiations (see Goal 9). Alberta's international competitiveness is enhanced through activities that build innovation capacity (see Goal 1).

The government markets Alberta as an attractive destination for new or expanded investment to international companies and capital investors, with a specific emphasis on priority economic sectors, and to economic immigrants (skilled workers and business entrepreneurs). Marketing programs and products are developed to heighten awareness of Alberta as an attractive destination for tourism.

Alberta's transportation system is an integral part of the province's export-based economy, facilitating the flow of goods to local, national and international markets. Timely preservation and maintenance of the highway network will ensure efficiency and effectiveness in transporting people and goods. Alberta works with other provinces and the federal government to reduce transport-related barriers and costs for shippers, carriers and consumers, as well as to help ensure the viability of Alberta's air transport system. (See Goals 1, 9 and 14).

The government promotes continued improvements in the skills and productivity of the workforce necessary for maintaining and enhancing Alberta's competitive advantage (see Goal 2). As well, the government ensures that Alberta's laws encourage the competitiveness and productivity of Alberta's workforce.

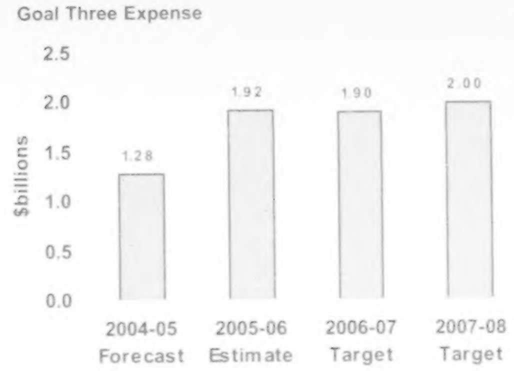
An attractive tax, fiscal and regulatory climate contributes to the province's prosperity. Taxes must also be competitive with those in other provinces and countries with which Alberta competes, in order to attract the investment, jobs and skilled workers necessary to keep our economy performing well. (See Goal 8).

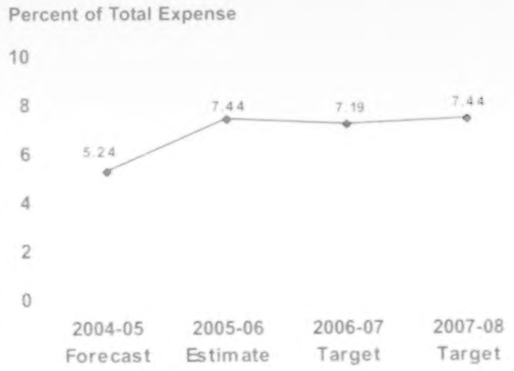
Link to fiscal plan

This goal links to the parts of the Agriculture, Resource Management and Economic Development function and the Transportation, Communications and Utilities function of the government's Fiscal Plan that include spending of the following ministries: Economic Development; Human Resources and Employment; Infrastructure and Transportation; and Sustainable Resource Development.

GOAL THREE

Alberta's international competitiveness will be enhanced





Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Economic Development and Innovation Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 37-40 and 44-46.
- The following medium-term strategies support achievement of this goal: Accelerating Innovation in Alberta; Climate Change Strategy; Northern Development Strategy; and Sustainable Resource and Environmental Management Framework. See pages 47-49 and 51.

Strategies

- Review Alberta's standards on food safety and dependability.
- Develop a strategy to increase Alberta's meat processing capacity within the province.
- Support the expansion of Alberta's tourism industry by marketing Alberta as a world-renowned tourist destination and by promoting tourism as an economic driver through improved tourism products, policies and regulatory environment and infrastructure in Alberta.
- Implement Alberta's International Marketing Strategy (AIMS 2005), which directs Alberta's international trade and investment initiatives based upon the priority ranking of various global markets.
- Remove or reduce barriers to national and international trade with particular reference to the softwood lumber dispute.
- Develop access routes and inter-modal trade corridors to better connect Alberta shippers to the United States and other world markets.
- Work with stakeholders and other jurisdictions to implement harmonized motor carrier regulations across Canada.
- Work with other jurisdictions across Canada to develop a national transportation strategy (highway, rail, ports) and also a national aviation strategy.

GOAL THREE

Alberta's international competitiveness will be enhanced

Measures

Societal Measures	1999	2000	2001	2002	2003
Total Goods Exports International commodity exports measured in current dollars, including primary agriculture, primary forestry, fishing and trapping, mining and energy, and manufactured goods. (Percentage change).	$34.6 billion (11.6%)	$55.3 billion (59.9%)	$56.9 billion (2.8%)	$48.7 billion (-14.4%)	$56.7 billion (16.5%)
Labour Productivity Real GDP in dollars per hour worked (inter-provincial rank).	$62.10 (highest)	$61.70 (highest)	$59.10 (highest)	$58.30 (highest)	$58.70 (highest)

	Last Actual		Target	Target	Target
Performance Measures	Results	Year	2005-06	2006-07	2007-08
Value-Added Exports International value-added exports measured in current dollars, including manufactured goods and services.	$20.6[p] billion (-5.9%)	2003	$24.5 billion (2.9%)	$26.0 billion (6.0%)	$27.6 billion (6.0%)
Tourism Industry Revenue Annual value of all tourism revenues in Alberta measured in current dollars, including expenditures made by residents and non-residents.	$4.3 billion	2003	$5.0 billion	$5.2 billion	$5.5 billion

p Preliminary.

Making Alberta the Best Place to Live, Work and Visit

The focus of the **Making Alberta the Best Place to Live, Work and Visit** pillar is to create an environment in the province that translates into a superior quality of life for Albertans and attracts people to live and work in Alberta.

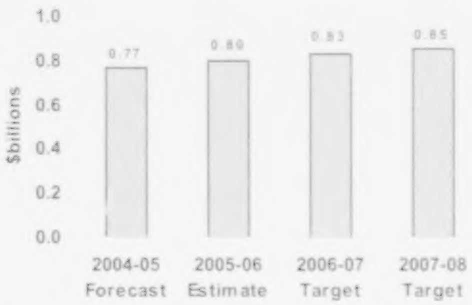
GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

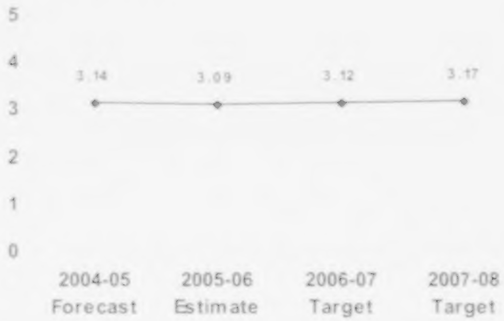
What it means Families are the foundation to nurture the development of children and youth. Although parents have primary responsibility in raising their children, communities, organizations, schools, businesses and governments all have supporting roles to play in helping to meet the needs of Alberta's children and youth. The government supports them in reaching their potential by: working with stakeholders and delivery partners to build community resources responsive to the needs of children and youth; directing delivery of services to ensure the safety of children and youth; collaborating with the Alberta Centre for Child, Family and Community Research, community and university partners to promote and implement policy-relevant research and best practices to improve outcomes for children, families, and communities; demonstrating continuous improvements on this goal based on evidence-based decision-making and programming supported by performance measurement, evaluation and research; expanding provincial substance abuse treatment programs and youth mental health and addiction initiatives through the Alberta Drug Strategy working with Aboriginal communities to strengthen culturally appropriate supports and services for children and youth and developing and promoting strategies to improve the learning and developmental outcomes of children and youth in the care of government.

Link to fiscal plan This goal links to the part of the Social Services function of the government's Fiscal Plan that includes the spending of the Children's Services ministry.

Goal Four Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; Health Innovation and Wellness Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 41-46.
- The following medium-term strategies support achievement of this goal: Alberta Disability Strategy; Alberta Tobacco Reduction Strategy; Rural Development Strategy; and the Strategy for Prevention of Family Violence and Bullying. See pages 47 and 51-52.

Strategies

- Work towards an Alberta free from family violence through a coordinated Provincial Response to Family Violence and Bullying with strengthened culturally sensitive, community based, comprehensive services and supports for children and other family members who witness or are victims of family violence.

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

- Develop community-based supports that assist parents with the information and skills to give children the best possible start in life, and the supports to learn, grow and succeed. This includes: early child development services, early screening, childcare resources, and a range of cross-ministry services for children, youth and families.
- Implement the new *Family Support for Children with Disabilities Act* and policies to re-focus on early intervention and family supports. Better coordinate services across ministries and other partners so that families obtain consistent, sustainable supports for their children, including those with complex special needs.
- Implement the new *Child, Youth, and Family Enhancement Act* to place greater emphasis on accountability for the safety and well-being of children; permanent, nurturing homes for children; the involvement of children and families in decision-making; and partnerships in the safeguarding of children.
- Continue to implement the "youth in transition" framework across government to better address the needs of youth and help them make a successful transition to adulthood including further learning, employment, and adult supports where needed.
- Take the findings of the Alberta Response Model for children coming into contact with child intervention services and build cross-ministry and regional governance and delivery partnerships to determine how to best deliver provincial policies and programs to realize better outcomes for children and meet regional needs.
- Collaborate with other ministries and work to develop and advance strategies concerning the recognition, detection and prevention of sexual exploitation of children and youth and those at risk or involved in prostitution within Alberta and other jurisdictions.
- Develop and implement with communities and the federal government, strategies to enable First Nations to develop and deliver prevention and early intervention initiatives within their communities to assist Aboriginal children and youth to reach their potential and to build capacity to prevent and reduce the incidence of youth suicide.

GOAL FOUR

Alberta's children and youth will be supported in reaching their potential

Measures

Societal Measure	1999	2000	2001	2002	2003
Well-Being of Children					
Percentage of children living in families with incomes at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank)	Data not available	85% (2nd)		Data not available	

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Social and Emotional Development					
Percentage of Alberta children demonstrating:					
healthy social development	85.9%	2000-01		Maintain or improve Alberta's result relative to the national average	
healthy emotional development	85.0%				
Parenting Skills					
Percentage of Alberta children, aged 0-5, whose parents are interacting positively with them	88.4%	2000-01		Maintain or improve Alberta's result relative to the national average	

GOAL FIVE

Albertans will be healthy

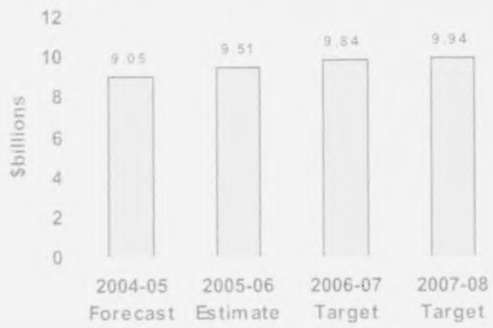
What it means

Albertans are encouraged to realize their full health potential through informed lifestyle choices. The province contributes to the health of Albertans by advocating and educating for healthy living, providing quality health and wellness services and by leading and participating in continuous improvement of the health system. Support is provided for health research and development initiatives to enhance health services and improve the health of Albertans through the Alberta Heritage Foundation for Medical Research. Traffic safety education, information, awareness and enforcement programs also provide a coordinated approach to reducing injuries and fatalities resulting from traffic collisions. Clean air and a safe, secure drinking water supply contribute to the benefits of a healthy environment for Albertans (see Goal 11). An individual's socio-economic status and other determinants also contribute to their health and well-being. The province provides operating and capital funding to the Regional Health Authorities throughout the province (see Goal 14).

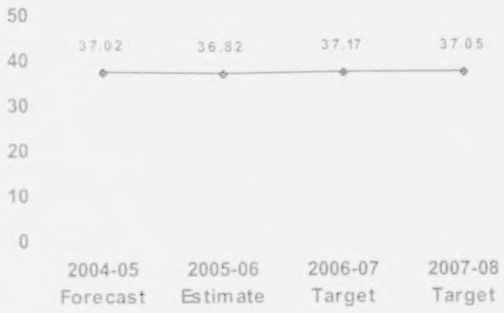
Link to fiscal plan

This goal links to the Health function of the government's Fiscal Plan that includes spending of the following ministries: Finance; Health and Wellness; Infrastructure and Transportation; and Seniors and Community Supports.

Goal Five Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; Health Innovation and Wellness Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 41-46.
- The following medium-term strategies support achievement of this goal: Alberta Tobacco Reduction Strategy; Alberta Traffic Safety Plan; Water for Life: Alberta's Strategy for Sustainability; and Work Safe Alberta Strategy. See pages 50-52.

Strategies

- Provide health and lifestyle information to help people make healthy choices to reduce the risk of disease and injury (e.g., obesity, sexually transmitted infections and HIV).
- Help Albertans with chronic health conditions (e.g., cancer, diabetes) maintain optimum health through appropriately managed and coordinated care including paid and voluntary support systems and networks.
- Implement strategies to work towards eliminating substance abuse, preventing disorders such as Fetal Alcohol Spectrum Disorder and addressing the needs of the children and youth affected and their families.
- Strengthen the health system's capacity to respond to public health issues and risks.

GOAL FIVE

Albertans will be healthy

- Provide for continuing care services that allow Albertans to "age in place" in their homes and communities.
- Manage the growing cost of pharmaceuticals including expanding public coverage for Albertans with high drug costs.
- Provide leadership to key stakeholders on initiatives to recruit, retain and appropriately compensate the needed health workforce (e.g., Rural Physician Action Plan, Academic and Non-Academic Alternate Relationship Plans, physician on-call programs, Tri-lateral Master Agreement for physician services, Provincial Nominee Program).
- Promote the use of multi-disciplinary teams and enable health care practitioners to work collaboratively (e.g., Local Primary Care Initiatives, Concurrent Disorders Strategy and implementation of the *Health Professions Act*).
- Increase rural access to health care practitioners and multidisciplinary teams (e.g., Rural Physician Action Plan, Telehealth program, Local Primary Care Initiatives, Rural On-Call program, Rural Locum Program).
- Implement the next generation of Alberta's Electronic Health Record giving clinicians drug, lab and diagnostic imaging information to provide quality patient care.
- Continue to enhance and clarify the accountability relationships within the health system as public expectations evolve (e.g., Tri-lateral Master Agreement, regional health authority health plans, long-term care and surgical services contracts).
- Organize an International Symposium on Health to profile best practices and innovative examples, which will allow for informed dialogue on health innovation.

GOAL FIVE

Albertans will be healthy

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Life Expectancy at Birth					
Years of life for females	82.3	2003	83.0 years in 2005		
Years of life for males	77.5	2003	78.0 years in 2005		
Self-Reported Health Status					
Rating as "excellent," "very good" or "good" (18-64 years).	88%	2004	90% in 2005		
Participation in Healthy Behaviour (biennial survey)					
Exercise regularly-"active" or "moderately active"	56%	2003	58% in 2005		
Healthy Body Mass Index	47%	2003	50% in 2005		
Healthy eating – eat 5-10 servings of fruit and vegetables each day	39%	2003	40% in 2005		
Ease of Access to Services					
Rating as "easy" or "very easy"					
Physician Services	85%	2004	Maintain 85% in 2005		
Hospital Services	73%	2004	Maintain 73% in 2005		
Public Rating of Health System Overall					
Rating as "excellent" or "good."	65%	2004	Maintain 65% in 2005		

GOAL SIX

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

What it means

Government has a role in building an accessible and inclusive society. Communities, organizations, and governments all have roles in ensuring that Albertans unable to provide for their basic needs will receive help. People with disabilities are provided with supports and services they need to be active participants in their communities. Those unable to work to support themselves will receive financial help to meet their basic living needs.

To further the self-reliance of Albertans, the government promotes human resource development and encourages Albertans to become independent from income support programs. Communities are challenged to become more self-reliant in economic development and individual Albertans can and should determine where their lives go and how their families are to be raised.

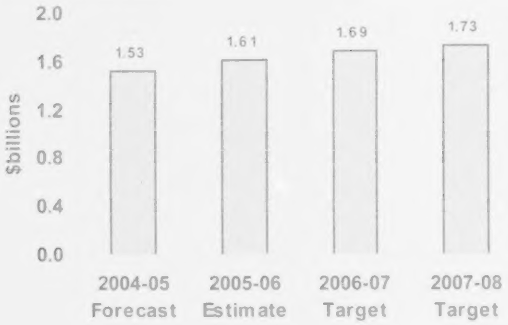
The Government of Alberta assists vulnerable adult Albertans in a number of ways. The Persons with Developmental Disabilities program provides services to persons with developmental disabilities. Albertans who are unable to manage their own financial resources or make their own personal decisions, will have someone to act on their behalf and protect their interests, including the administration of their estate. The Maintenance Enforcement Program supports vulnerable children and families by ensuring that they receive the court-ordered maintenance that they are entitled to. The government also facilitates access to a range of basic housing and support options. Protection for Persons in Care responds to complaints of alleged abuse involving adults receiving services from publicly funded agencies and facilities.

Other Alberta government programs that help Albertans meet their needs include: Alberta Child Health Benefit; Alberta Adult Health Benefit; Alberta Seniors Benefit; Alberta Works; Assured Income for the Severely Handicapped; Child Support Services; Childcare Subsidy; Alberta Family Employment Tax Credit; and health care premium subsidies.

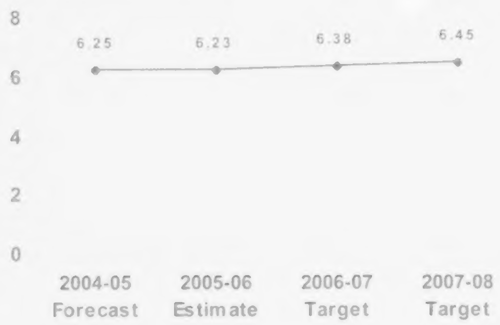
Link to fiscal plan

This goal links to the parts of the Social Services function and the Housing function of the government's Fiscal Plan that include spending of the following ministries: Human Resources and Employment; Justice; Seniors and Community Supports; and Solicitor General.

Goal Six Expense



Percent of Total Expense



GOAL SIX

Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Alberta Children and Youth Initiative; Health Innovation and Wellness Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 33-36 and 41-46.
- The following medium-term strategies support achievement of this goal: Alberta Disability Strategy; Northern Development Strategy; and Strategy for Prevention of Family Violence and Bullying. See pages 48 and 51.

Strategies

- Conduct legislative reviews of the *Dependent Adults Act* and the *Personal Directives Act*.
- Implement approved recommendations from the Assured Income for the Severely Handicapped (AISH) review.
- Continue to expand the AISH Benefits Administration Program, that assists vulnerable people in administering their AISH benefits, until it is available throughout the province.
- Respond to the recommendations of the legislative review of the *Protection for Persons in Care Act*.
- Facilitate access to supports and services for adults with developmental disabilities to assist them in sustaining quality lives.
- Improve coordination of policy and program delivery for Albertans with disabilities.
- Support and strengthen communities' capacity to include persons with disabilities.
- Coordinate housing and related services for persons with special needs and those who are homeless to enable them to live independently.
- Continue to implement an integrated approach to income support and employment training to better help eligible low-income Albertans to meet their core living needs and, as required, help them get and keep jobs.
- Evaluate the Edmonton-based youth mental health/addictions program (Bridges Program) and work with partners to ensure that provincial supports for youth in transition are comprehensive, integrated and effective.

Measures

Societal Measure	1999	2000	2001	2002	2003
Economic Status of Albertans Percentage of Albertans living at or above the Market Basket Measure (MBM) low-income threshold (inter-provincial rank).	Data not available	88% (2nd highest)	Data not available		

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Persons with Developmental Disabilities (PDD) Funded Services (biennial survey) Satisfaction, by families/ guardians of persons with developmental disabilities, with PDD-funded services.	88.7%	2002-03	n/a	91%	n/a

n/a not applicable (biennial survey)

GOAL SEVEN

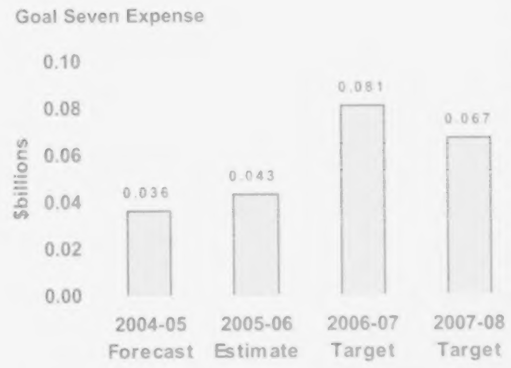
The well-being and self-reliance of Aboriginal communities and people will be improved

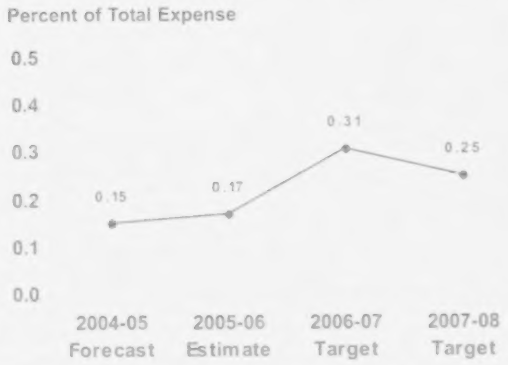
What it means

Section 35 of the Constitution of Canada recognizes the Aboriginal people of Canada and affirms existing Aboriginal and Treaty rights. The province has developed ongoing relations with Aboriginal governments, organizations and communities in Alberta. Through *Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework (APF)*, the province is committed to increasing the participation of Aboriginal people in the social and economic life of Alberta. Greater inclusion of Aboriginal communities and people will result in improved quality of life and contribute to the province's long-term vision of Alberta as a place where Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans. The province, through collaborative efforts with Aboriginal, other government, private sector and other partners, is striving to meet the commitments in the APF. One of the keys to improved well-being and self-reliance is educational attainment. Strategies to address Aboriginal educational attainment are included under Goal 2.

Link to fiscal plan

This goal links to the parts of the Agriculture, Resource Management and Economic Development function and the Regional Planning and Development function of the government's Fiscal Plan that include spending of the following ministries: Aboriginal Affairs and Northern Development; and Gaming.


Goal Seven Expense


Percent of Total Expense

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; Alberta Children and Youth Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-36 and 44-46.
- The following medium-term strategies support achievement of this goal: Alberta Tobacco Reduction Strategy; Alberta Traffic Safety Plan; Land Use Framework; Northern Development Strategy; Rural Development Strategy; Strategy for Prevention of Family Violence and Bullying; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47-48 and 50-52.

GOAL SEVEN

The well-being and self-reliance of Aboriginal communities and people will be improved

Strategies

- Through the Aboriginal Policy Initiative, continue to clarify federal, provincial and Aboriginal roles and responsibilities by ensuring that jurisdictional issues are addressed during the development of policies and programs.
- Clarify federal, provincial and Aboriginal roles and responsibilities by working with the federal government and First Nations to remove jurisdictional and regulatory barriers to major developments on First Nations reserves.
- Continue to strengthen Metis Settlements governance through implementation of amendments to the *Metis Settlements Act* and arrangements to promote greater self-reliance.
- Coordinate development of consultation strategies with Aboriginal people in the resource management sector, pursuant to the Aboriginal Policy Framework.

Measures

Societal Measure	1999-00	2000-01	2001-02	2002-03	2003-04
Educational Attainment of Aboriginal Albertans Aged 25-34					
High school completion.			Data not available		74.9%
Post-secondary completion.					41.5%

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Aboriginal Affairs Public approval rating on Aboriginal issues compared to the average of the four nearest provinces.	10% higher than the average of the four nearest provinces	2003	Higher than the average of the four nearest provinces (British Columbia, Saskatchewan, Manitoba, Ontario)		

Note: A performance measure, "Participation in the Economy – Difference in unemployment rates of Aboriginal people and non-Aboriginal people," will be added once sufficient baseline data has been collected.

GOAL EIGHT

Alberta will have a financially stable, open and accountable government

What it means

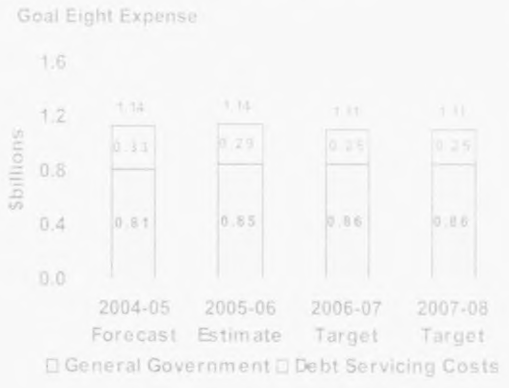
Financial stability is essential for the government to be able to provide the programs and services that are important to Albertans now and in the future. The government will continue to balance the budget in accordance with the *Fiscal Responsibility Act*, while keeping taxes low. The province no longer has to set aside funds to repay the accumulated debt. As part of the new fiscal framework, the Alberta Sustainability Fund has been established to cushion spending plans from volatile energy revenues and the costs of emergencies and disasters. The new fiscal framework also includes a three-year capital plan, which allows funding of capital from the Capital Account and alternative financing arrangements, in addition to current year revenue (see Goal 14).

Alberta's tax system must be fair, globally competitive and promote self-reliance. Alberta is the only province without a capital tax, general payroll tax or retail sales tax. Alberta has a low, single rate income tax and the lowest tax on gasoline among the provinces.

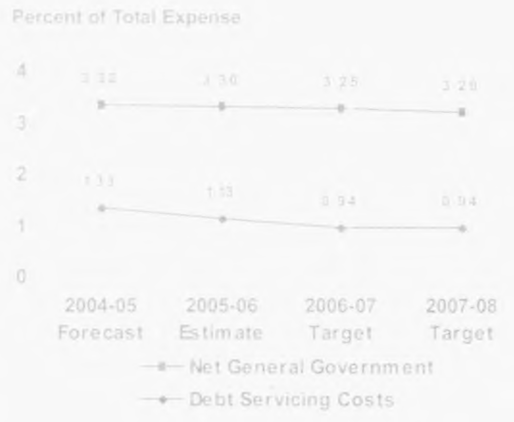
The government promotes open, simple and responsive management of and access to government information and services for Albertans in a manner of their choice. The newly established ministry of Restructuring and Government Efficiency will lead the assessment and prioritization of opportunities to streamline, restructure and gain efficiencies for the business of government, in turn promoting efficiencies to reduce the cost of delivering programs and services to Albertans through sharing corporate administration systems. The condition of government-owned buildings is monitored to protect taxpayers' investment (see Goal 14). Through a strong public service, the government is dedicated to effective management of public policy and providing quality, affordable services for Albertans. The government's commitment to be open and accountable is legislated in the *Government Accountability Act*.

Link to fiscal plan

This goal links to the parts of the General Government function and the Debt Servicing Costs function of the government's Fiscal Plan that include spending of the Legislative Assembly and its Offices, and the following ministries: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (with the Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports.



Goal Eight Expense



Percent of Total Expense

GOAL EIGHT

Alberta will have a financially stable, open and accountable government

What it means

Financial stability is essential for the government to be able to provide the programs and services that are important to Albertans now and in the future. The government will continue to balance the budget in accordance with the *Fiscal Responsibility Act*, while keeping taxes low. The province no longer has to set aside funds to repay the accumulated debt. As part of the new fiscal framework, the Alberta Sustainability Fund has been established to cushion spending plans from volatile energy revenues and the costs of emergencies and disasters. The new fiscal framework also includes a three-year capital plan, which allows funding of capital from the Capital Account and alternative financing arrangements, in addition to current year revenue (see Goal 14).

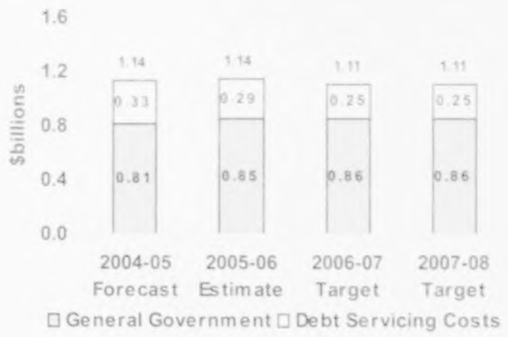
Alberta's tax system must be fair, globally competitive and promote self-reliance. Alberta is the only province without a capital tax, general payroll tax or retail sales tax. Alberta has a low, single rate income tax and the lowest tax on gasoline among the provinces.

The government promotes open, simple and responsive management of and access to government information and services for Albertans in a manner of their choice. The newly established ministry of Restructuring and Government Efficiency will lead the assessment and prioritization of opportunities to streamline, restructure and gain efficiencies for the business of government, in turn promoting efficiencies to reduce the cost of delivering programs and services to Albertans through sharing corporate administration systems. The condition of government-owned buildings is monitored to protect taxpayers' investment (see Goal 14). Through a strong public service, the government is dedicated to effective management of public policy and providing quality, affordable services for Albertans. The government's commitment to be open and accountable is legislated in the *Government Accountability Act*.

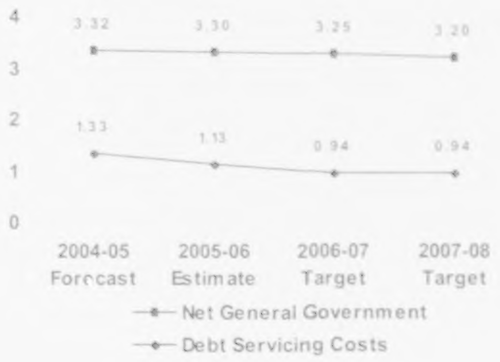
Link to fiscal plan

This goal links to the parts of the General Government function and the Debt Servicing Costs function of the government's Fiscal Plan that include spending of the Legislative Assembly and its Offices, and the following ministries: Agriculture, Food and Rural Development; Education; Energy; Executive Council; Finance; Government Services; Human Resources and Employment (with the Personnel Administration Office); Infrastructure and Transportation; Municipal Affairs; Restructuring and Government Efficiency; and Seniors and Community Supports.

Goal Eight Expense



Percent of Total Expense



GOAL EIGHT

Alberta will have a financially stable, open and accountable government

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Health Innovation and Wellness Initiative. See pages 41-43.

Strategies

- As affordable, complete implementation of the Business Tax Plan to reduce the general corporate income tax rate from 11.5% to 8%.
- Maintain a non-renewable resource royalty regime that ensures Albertans continue to receive a fair share from the development of these resources, and encourages future industry investment.
- Utilize a risk management framework to ensure risks present in the funds are those believed to lead to superior returns for the Heritage Fund and other endowment funds.
- Develop a long-term framework to ensure renewal of health care, education and infrastructure and alternative methods of funding these areas, as appropriate.
- Explore options for coordinating service delivery offices throughout the province under a common Service Alberta identifier that is recognizable to the public.
- Address emerging issues in information management, access to information and protection of privacy.

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Provincial Credit Rating Blended credit rating for domestic debt.	AAA	2003-04	AAA	AAA	AAA
Accumulated Debt* (less cash set aside for future debt repayment).	$3.7 billion	2003-04	nil	nil	nil
Tax Load** Total provincial and municipal tax load as a percentage of the Canadian average (inter-provincial rank).	76.2%*** (lowest)	2003-04	Lowest among the provinces		
Government Financial Accountability Percentage of Albertans who think they get enough information on the government's financial performance.	57%	2003-04	70%	70%	70%

* As defined by the *Fiscal Responsibility Act*, Section 1(a).

** Data may change as a result of the new framework for the Equalization Program announced by the Federal Government in October 2004.

*** Federal Department of Finance, 4th estimate for 2003-04, October 2004; Alberta Finance.

GOAL NINE

Alberta will have strong and effective partnerships with local, provincial, national and international governments

What it means

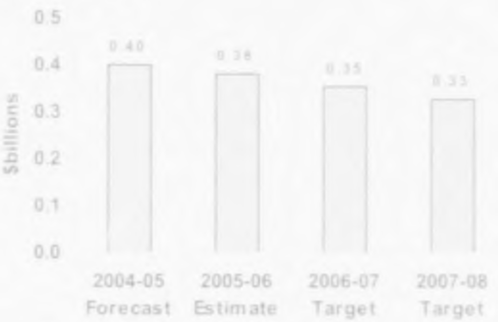
The government works to promote the province's interests: as an equal partner in a strengthened, united Canada; through strengthened international relations; and from greater trade and investment liberalization, internationally and domestically. New intergovernmental institutions such as the Council of the Federation and the Alberta-British Columbia Protocol of Cooperation, along with annual First Ministers' Meetings and the Western Premiers' Conference, will provide opportunities for Alberta to work collaboratively with other provinces to influence the national agenda (see Goal 3). Alberta's new office in Washington, D.C. will be valuable in advancing Alberta's interests by enhancing relations with U.S. federal decision makers and legislators. A conclusion to the softwood lumber dispute with the U.S. will be affected by the outcome of ongoing North America Free Trade Agreement and World Trade Organization litigation, the willingness of provinces to consider changes to their forest management practices, and U.S. responses to those changes.

Municipalities provide a broad range of services to Albertans where they live, work and participate in recreational activities. The Alberta government assists municipalities through policies and programs that encourage the development of strong and vibrant communities. Funding is provided by the provincial government to a variety of local government entities throughout the province. The province partners with municipalities to maintain open, effective and accountable and well managed local governments.

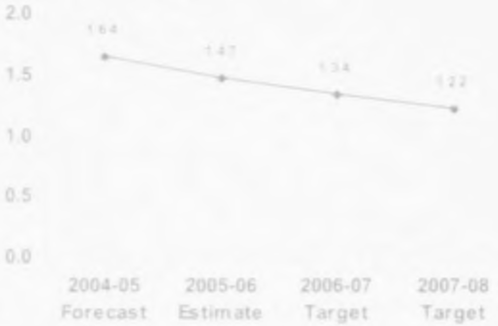
Link to fiscal plan

This goal links to the parts of the Regional Planning and Development function and the General Government function of the government's Fiscal Plan that include spending of the following ministries: Finance; Infrastructure and Transportation; International and Intergovernmental Relations; and Municipal Affairs.

Goal Nine Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Economic Development and Innovation Initiative. See pages 37-40.
- The following medium-term strategies support achievement of this goal: Alberta in a Strong Canada Initiative; Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century. See pages 49 and 51.

Strategies

- Develop coordinated and consistent strategies that advance Alberta's interests in intergovernmental issues and processes, and ensure that Alberta's priorities are addressed at intergovernmental meetings of First Ministers, Ministers and officials (e.g., health care, child care, municipal issues, climate change, Aboriginal issues, education, social services, and follow-up to the report of the MLA Committee on Strengthening Alberta's Role in Confederation).

GOAL NINE

Alberta will have strong and effective partnerships with local, provincial, national and international governments

- Promote inter-provincial and federal-provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of federal/provincial financial arrangements.
- Refocus Alberta's U.S. strategy towards a more harmonized regulatory system (e.g., improved border practices, North American energy market).
- Coordinate Alberta's approach to deeper integration of North American trade policies (e.g., "NAFTA-plus," streamlined NAFTA rules of origin, customs area).
- Coordinate Alberta's participation in World Trade Organization negotiations on issues involving provincial jurisdiction and in other regional and multilateral negotiations.
- Remove or reduce barriers to internal trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories.
- Encourage and facilitate partnerships between municipalities involving joint planning, innovation, and common opportunities including shared resourcing in the delivery of services and programs.
- Work to provide significant new provincial funding to help municipal infrastructure debt.
- Contribute to the financial sustainability of local governments by administering the Unconditional Municipal Grant Program, Municipal Sponsorship Program, and the Grants in Place of Taxes Program.
- Promote an assessment and property tax system that is accurate, predictable, transparent and timely.
- Provide an independent system that administers appeals received by the Municipal Government Board and issues timely and impartial decisions of high quality, as established in the *Municipal Government Act*.
- Maintain a mechanism for municipalities to obtain preferential debenture financing for capital expenditures.
- Encourage the federal government to reform criminal law relating to: identity theft, age of consent, conditional sentences, and Internet luring.

Measures

Societal Measure	1999-00	2000-01	2001-02	2002-03	2003-04
Federal-Provincial Relations Public approval rating of the Alberta government in federal-provincial relations as a percentage of the average rating of the four nearest provinces	Data not available			107%	100%

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Albertans' Satisfaction with their Local Governments Percentage satisfied	78.8%	2003-04	75%	75%	75%

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

What it means

Albertans want communities in which they can live and raise families in safety and security without fear of personal or property crime, victimization or discrimination. This requires protection of human rights and personal privacy, crime prevention, services to victims of crime, effective policing, a strong and effective prosecution service, an accessible court system and facilities, cost effective and accountable correctional services, and partnerships with the judiciary, police and other stakeholders. Public safety is a key element in maintaining quality of life. Effective protection of people and property from wildfire, floods and harmful environmental effects is also an important part of this goal.

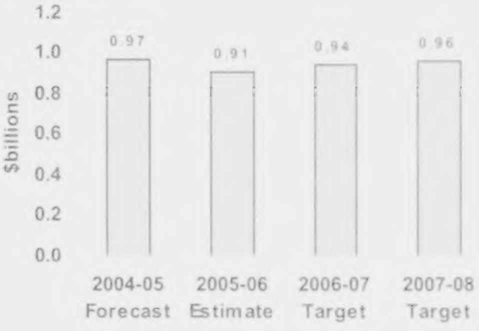
Albertans also want to be confident that they can purchase goods and services without becoming a victim of fraud or unscrupulous business practices. Effective consumer legislation, coupled with awareness and protection programs help promote confidence in a fair marketplace, while the rights of ownership in land and other valuable assets are safeguarded through secure and accurate registry systems. In addition, through the Utilities Consumer Advocate, ongoing changes in the utilities market are communicated to Albertans and their interests are represented at regulatory hearings

Albertans expect their government to implement measures that mitigate risks to public safety. They want their communities prepared for, and able to respond to and recover from major emergencies and disasters. Traffic safety is part of a safe society and the Alberta government works to improve traffic safety through licensing and registration, education, legislative initiatives, and enforcement. Monitoring of the commercial carrier industry and dangerous goods transport and handling helps to enhance public safety. Albertans want assurance that buildings, equipment and facilities are constructed and maintained to high standards and that prevention programs and the fire service help reduce fires in our communities. Albertans also want workplaces that are healthy, fair, safe and stable for employees and employers. The Alberta government has a responsibility to ensure that professional associations are governed in the public interest and workplaces function within a positive and stable labour relations environment.

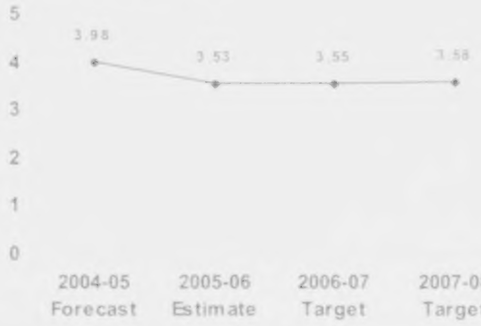
Link to fiscal plan

This goal links to the Protection of Persons and Property function of the government's Fiscal Plan that includes spending of the following ministries: Community Development; Finance; Government Services; Human Resources and Employment; Infrastructure and Transportation; Justice; Municipal Affairs; Solicitor General; and Sustainable Resource Development.

Goal Ten Expense



Percent of Total Expense



GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; and Alberta Children and Youth Initiative. See pages 30-36.
- The following medium-term strategies support achievement of this goal: Alberta Security and Public Safety Strategy; Alberta Traffic Safety Plan; Strategy for the Prevention of Family Violence and Bullying; and Work Safe Alberta. See pages 50-51.

Strategies

- Develop resources and programs that increase awareness, understanding and appreciation of human rights, multiculturalism and diversity, and increase the understanding of legal decisions on the interpretation of human rights legislation.
- Consult with Albertans concerning appropriate strategies to advance human rights, diversity and multiculturalism goals, and support organizations to develop capacity to build a society that is respectful of human rights, that welcomes multiculturalism and diversity, and that is free of discrimination.
- Through Work Safe Alberta, develop new approaches and measurement tools to further improve workplace safety.
- Support Alberta's workplaces to resolve labour management disputes by providing mediation, arbitration and facilitation services.
- Continue to implement strategies to address approved recommendations from the MLA review of Policing, and the Victims of Crime Consultation Report.
- Develop plans for the establishment of a police and peace officer training college to ensure the highest standards of training for law enforcement personnel.
- Implement changes to the *Police Act* to ensure accountability and public confidence in law enforcement through citizen and government oversight.
- Improve access to justice through the use of technology, early case resolution, alternatives to the traditional justice system, and the provision of effective forums for dispute resolution.
- Improve road user behaviours and vehicle safety by enhancing monitoring of medically at-risk drivers, managing intervention programs aimed at high-risk drivers, developing an aging driver strategy and amending the *Traffic Safety Act* for additional highway safety and developing the new Alberta Traffic Safety Plan.
- Continue to implement strategies that address serious, violent and organized crime in Alberta. These strategies include an integrated response to organized crime and gangs, a cross-ministry approach to the exploitation of children via the Internet, administration of the Alberta component of the National Sex Offender Registry, cross-ministry working group on methamphetamine, and continued support for the Provincial Organized and Serious Crime Strategy.
- Provide proactive programs to assist families, communities and employers in preventing and treating substance abuse and problem gambling in the home and the workplace.

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

- Reduce the risk and potential damage caused by wildfires within the Forest Protection Area by actively incorporating FireSmart practices and principles within communities, in cooperation with community stakeholders.
- Enhance the safety system by introducing objective-based codes and harmonizing all codes and standards used in Alberta with national and international models.
- Establish a framework for delivering fire service responses that meets individual community needs.
- Enhance existing provincial government emergency management, develop provincial and local capabilities to deal with major emergencies and disasters, and establish partnerships to protect Alberta's citizens and infrastructure.
- Work in partnership with communities, private sector, families and individuals to build safer communities.
- Effectively manage the impact of droughts, floods and toxic spills in coordination with Emergency Management Alberta.
- Ensure securities regulations meet the specific needs of Alberta firms and investors.
- Undertake initiatives to secure the personal information of Albertans (e.g., public education activities, strengthened policies, fraud prevention and security training/awareness).

GOAL TEN

Alberta will be a fair and safe place to work, live and raise families

Measures

Societal Measure	2000-01	2001-02	2002-03	2003-04	2004-05
Perceived Seriousness of Crime in the Neighbourhood Percentage of Albertans that feel crime is not a serious problem in their neighbourhood.	64%	65%	62%	55%	60%

Performance Measures	Last Actual Results	Year	Target 2005-06	Target 2006-07	Target 2007-08
Violent Crime Rate Alberta's violent crime rate per 100,000 population.	1,100 (lowest)	2003	Lowest of four western provinces		
Property Crime Rate Alberta's property crime rate per 100,000 population.	5,121	2003	Lowest of four western provinces		
Work Stoppages Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).	99.3%	2003-04	98%	98%	98%
Workplace Lost-Time Claim Rate Number of lost-time claims per 100 person-years worked.	2.9	2003	2.0	2.0	2.0
Effectiveness of Human Rights Protection Adult Albertans' perception of how well human rights are protected in Alberta.	84.8%	2003-04	86%	86%	86%

GOAL ELEVEN

The high quality of Alberta's environment will be sustained

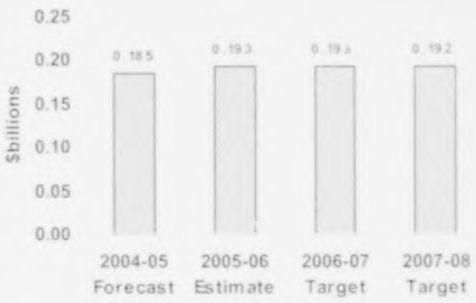
What it means

Albertans enjoy many benefits from their environment. Clean air, water and land are basic to our health, economy, communities and quality of life. The environment supports economic activity such as energy, industry, agriculture, forestry, tourism and recreation. Albertans expect our environment to be managed and protected as a legacy for future generations. Although all Albertans are responsible for the environment through their actions as individual citizens and industry, the government takes a leadership role in developing a comprehensive approach and fosters shared responsibility for environmental management and stewardship. As environmental challenges become more complex, the government responds with new strategies, integrated policy and improved standards, and encourages innovation and improvement of practices and outcomes.

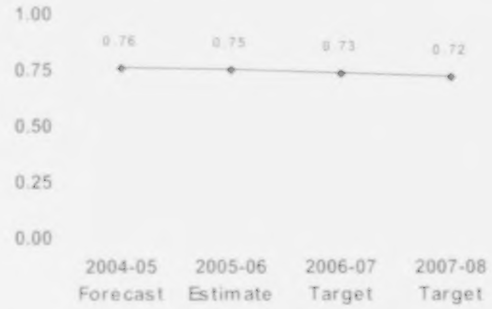
Link to fiscal plan

This goal links to the Environment function of the government's Fiscal Plan that includes spending of the following ministries: Energy; Environment; Infrastructure and Transportation; and Sustainable Resource Development.

Goal Eleven Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; and Economic Development and Innovation Initiative. See pages 30-32 and 37-40.
- The following medium-term strategies support achievement of this goal: Alberta Biodiversity Strategy; Alberta Energy Innovation Strategy; Climate Change Strategy; Rural Development Strategy; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47, 49 and 50-51.

Strategies

- Implement an improved Sustainable Resource and Environmental Management Framework to sustain the high quality of the environment by:
  - Sharing responsibility for the environment through co-operation and partnerships;
  - Developing government-wide integrated sustainable resource development and environmental policies;
  - Developing new regulatory and non-regulatory tools to encourage, support and reward effective environmental performance;
  - Providing reliable and accessible environmental data and information to stakeholders and the public; and
  - Streamlining regulatory processes to reduce duplication and overlap among regulators.
- Implement Alberta's water strategy, *Water For Life: Alberta's Strategy for Sustainability*, to achieve a safe, secure drinking water for Albertans and reliable water supplies for a sustainable economy.

GOAL ELEVEN

The high quality of Alberta's environment will be sustained

- Implement the strategy, Albertans and Climate Change: Taking Action to address climate change, while supporting a sustainable future and maintaining a prosperous economy.
- Develop and implement an effective government-wide land-use strategy.
- Support the design and testing of a biodiversity monitoring system.
- Implement the Municipal Waste Action Plan to increase stewardship and reduce waste going to municipal landfills throughout Alberta.

Measures

Performance Measures	Last Actual Results	Year	Target 2005-06	Target 2006-07	Target 2007-08
Drinking Water Safety Indicator Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities in the way that they are operating the facilities and reporting on analytical results. The indicator is comprised of three separate sub-measures:					
• **Facility Design Standards Measure** is the number of facilities meeting the most recent design standards.	377	2003-04	413	425	448
• **Facility Operational Requirements Measure** is the number of incidents where regulatory requirements have not been met that could lead to water quality incidents.	20	2003-04	20	15	10
• **Water Quality Measure** is the number of water quality incidents.	31	2003-04	31	29	27
River Water Quality Index Evaluates the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are combined to provide an indication of overall water quality.	5 out of 6 river systems have "good" to "excellent" water quality	2003-04	6 out of 6 river systems have "good" to "excellent" water quality		
Air Quality Index Evaluates the quality of Alberta's air using five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter - $PM_{2.5}$. The AQI is calculated at ten continuous monitoring stations, three each in Edmonton and Calgary, and one in each of Fort McMurray, Fort Saskatchewan, Lethbridge and Red Deer.	"Good" air quality days 96% of the time	2003	"Good" air quality days 97% of the time		
Municipal Solid Waste to Landfills Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills as measured in kilograms of waste per capita. Annual targets will be based on a 2010 goal to reduce volume of waste disposed in landfills to 500 kilograms per capita.	793 kg per capita	2003	790 kg per capita	770 kg per capita	690 kg per capita

GOAL TWELVE

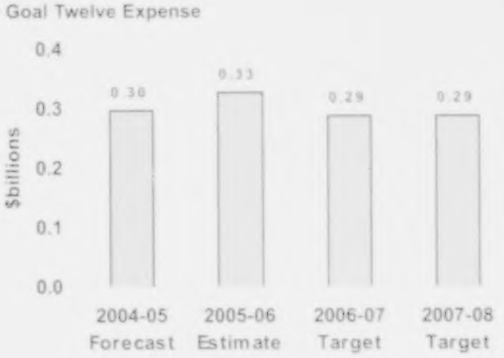
Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

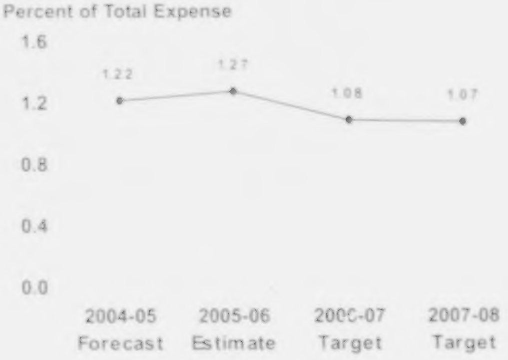
What it means

Albertans' opportunities to participate in community and cultural activities and their enjoyment of the province's historical resources and parks and protected areas are essential elements of a high quality of life. The government facilitates participation in community activities through building community capacity and supporting volunteerism, community service organizations, public libraries and sport and recreation. The government also facilitates Albertans' participation in cultural activities through supporting the artistic development of individuals and enhancing public access and participation in the arts. The government assists community-based heritage initiatives and actively preserves, protects and presents Alberta's history and culture at provincial historic sites, museums, interpretive centres and archives. The government also preserves and protects a network of provincial parks and protected areas to preserve the province's natural heritage and provide opportunities for heritage appreciation, outdoor recreation and heritage tourism. Alberta lottery funds support volunteer, public and community-based initiatives.

Link to fiscal plan

This goal links to the Recreation and Culture function of the government's Fiscal Plan that includes spending of the following ministries: Community Development; and Gaming.


Goal Twelve Expense


Percent of Total Expense

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiatives support achievement of this goal: Aboriginal Policy Initiative; and Leading in Learning and Skilled Workforce Initiative. See pages 30-32 and 44-46.
- The following medium-term strategies support achievement of this goal: Alberta Biodiversity Strategy; Integrated Land Management Program; Northern Development Strategy; Rural Development Strategy; Strategic Approach to K-12 Curriculum; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability. See pages 47-51.

Strategies

- Initiate the development of a unified and inclusive cultural policy, which encompasses Alberta's cultural, historical and natural heritage through a broadly based consultation process with Albertans.
- Engage in a public review process to ensure provincial public library policy and existing legislation reflects emerging trends in service delivery.
- Collaborate with communities to promote healthy recreational and active living activities and to encourage the preservation and public use of the natural environment and community recreation areas.

GOAL TWLEVE

Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas

- Further the preservation of heritage properities by assisting Alberta municipalities in the establishment of local Heritage Preservation Programs with a view to placing locally significant sites on the newly created Canadian Register of Historic Places.
- Address public interest in accessing Alberta's historical and cultural resources electronically by planning for and advancing virtural museums, electronic archives and collections listings.
- Coordinate Alberta's 2005 Centennial Program in partnership with foundations, communities, non-profit organizations, municipalities and the federal government to provide opportunities for Albertans to participate in the commemoration of the Centennial, and its celebrations and special events.
- Develop an updated parks system plan and strategic direction for the management and protection of Alberta's provincial parks and protected areas.
- Develop and implement a revitalization strategy for heritage appreciation that includes education, interpretive and marketing strategies to increase Albertans' awareness and appreciation for Alberta's provincial parks and protected areas and their contribution to Alberta's economy and quality of life.
- Identify biophysical resource inventory and management planning priorities for the 2005-08 timeframe and complete biophysical resource inventories an d managment plans for priority parks and protected areas.

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Visitor Satisfaction with Provincial Historic Sites, Museums and Interpretive Centres Satisfaction of visitors with experiences at provincial historic sites, museums and interpretive centres.	97.7%	2003-04	99%	99%	99%
Visitor Satisfaction with Provincial Parks and Recreation Areas Satisfaction of visitors with experiences at provincial parks and recreation areas.	90.4%	2003-04	91%	91%	91%
Sport and Recreation Participation Participation in sport and recreational activities by adult Albertans.	80.4%	2003-04	84%	84%	84%
Participation in Arts and Cultural Activities Participation in arts and cultural activities by adult Albertans.	85.5%	2003-04	89%	89%	89%

GOAL THIRTEEN

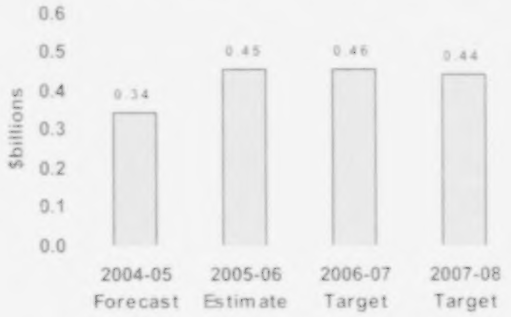
The vitality and independence of Alberta's seniors will be supported

What it means Alberta's seniors represent a diverse and growing population with a wide array of expectations, skills, lifestyles and social networks. Seniors are active contributors to their communities through work, recreation, caregiving, and volunteering. All of Alberta benefits when seniors are supported in maintaining their well-being and independence to control their own lives and make their own choices.

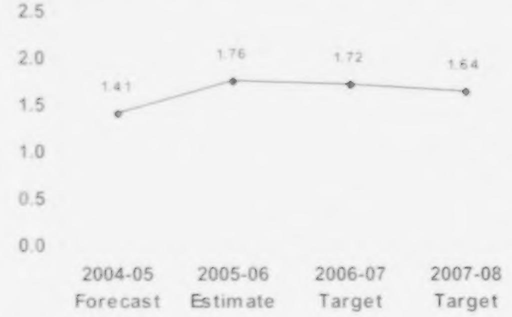
The Government of Alberta is investing in policies and programs that respond to seniors, particularly those most in need because of factors such as low income or disability. Quality of life and participation in society for seniors are enhanced through adequate income, healthy lifestyles, responsive health services and safe, affordable and appropriate housing. Independence and vitality will be supported through flexible options for work, retirement and volunteering; preparation for financial security; and providing financial assistance for those unable to meet their needs.

Link to fiscal plan This goal links to the parts of the Social Services function and the Housing function of the government's Fiscal Plan that include spending of the following ministries: Infrastructure and Transportation; and Seniors and Community Supports.

Goal Thirteen Expense



Percent of Total Expense



Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Health Innovation and Wellness Initiative. See pages 41-43.
- The following medium-term strategies support achievement of this goal: Alberta Traffic Safety Plan; Rural Development Strategy; and Strategy for Prevention of Family Violence and Bullying. See pages 47 and 51.

Strategies

- Develop approaches to encourage Albertans to make sound financial and health decisions to prepare them for self-reliance in their senior years.
- Encourage and promote volunteerism and mentoring opportunities for seniors.
- Continue to implement *Community-Based Health Services* to provide the appropriate community-based health services for seniors where and when they are needed.
- Implement enhanced financial, dental and optical, and property tax assistance programs for seniors.
- Facilitate the development of affordable supportive living options and provide supports that allow seniors to "age in place" in their homes and communities.
- Promote quality and safety in supportive living and long-term care accommodation services.

GOAL THIRTEEN

The vitality and independence of Alberta's seniors will be supported

Measures

Societal Measure	1999	2000	2001	2002	2003
Seniors' Average Total Income					
Average Total Income*	$27,706	$27,798	$29,536	Data not available	
Non-government funded sources of income**	75.3%	75.5%	76.8%		
Government transfers**	24.7%	24.5%	23.2%		

Performance Measure	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Self-Reported Health Status					
Rating of Alberta seniors as "excellent," "very good" or "good" (65 years and over).	78%	2004		80% in 2005	

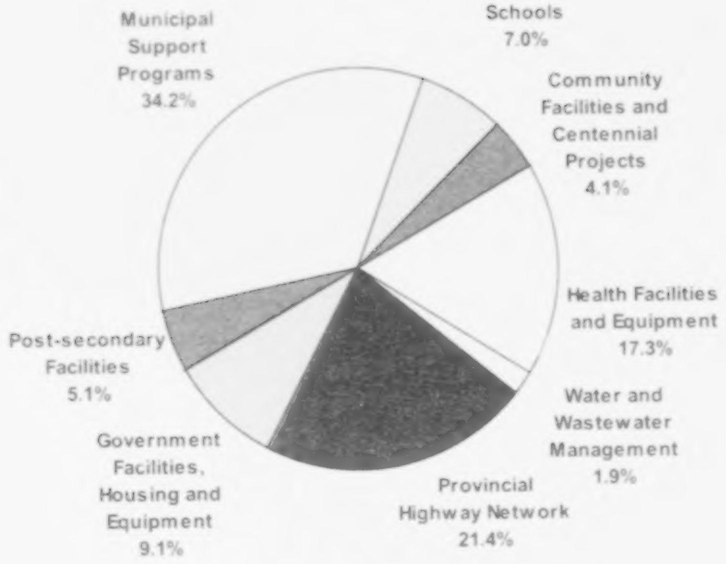
* In 2001 constant dollars.

** Note: Non-government funded sources of income include Canada/Quebec Pension Plan, private pension, investment, RRSP, and employment. Government transfers include Old Age Security, Guaranteed Income Supplement, GST rebates and Alberta Seniors Benefit.

Capital Plan

The goal for the **Capital Plan** reflects the government's commitment to maintain and develop government-owned and supported infrastructure.

2005-08 Capital Plan
$9.2 billion



Goal 14 is based on the Capital Plan, which was introduced in Budget 2003 as part of the government's new fiscal framework. The new framework brings more certainty to capital planning.

This goal is on a different basis than the other 13 goals. Unlike Goals 1 to 13, this goal shows the total value of capital being acquired or directly supported by the provincial government.

For more information, readers are encouraged to refer to the *2005-08 Fiscal Plan* and the chapter on the Capital Plan.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

What it means

Effective and sustainable infrastructure is essential to support the achievement of the province's other goals and to achieving the vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life.

The government provides capital for: health facilities and equipment; school facilities; post-secondary facilities; the provincial highway network; municipal transportation grants; water and wastewater management; community facilities; provincial parks; government-owned facilities, equipment and inventories; housing programs; and other priority infrastructure needs.

Alberta has been experiencing rapid economic and population growth, placing the province's infrastructure under pressure. In addition, the infrastructure is aging and reinvestment is required to ensure that the integrity of existing infrastructure is maintained and the public investment is preserved.

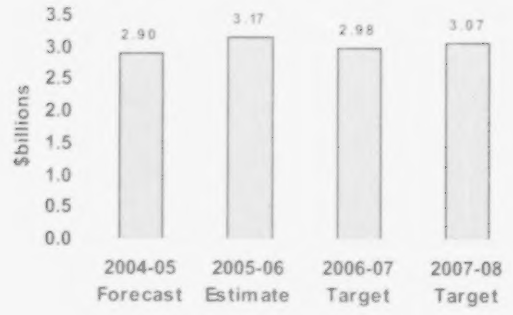
Link to fiscal plan

This goal links to the Fiscal Plan through the Capital Plan. The Capital Plan represents the total value of capital being acquired or directly supported by the provincial government. The Capital Plan includes grants to local authorities for capital purposes, which are also reported as program expense where appropriate under the other 13 goals, spending on provincial government-owned capital, and the value of projects being alternatively financed. It does not include capital amortization and financing costs.

The Capital Plan draws from three sources: current-year revenue, the Capital Account established in 2003, and alternative financing arrangements which could include public-private partnerships, capital leases, and capital bonds. The three-year capital plan sets out the government's capital commitment to:

- Infrastructure projects and purchases of equipment by school boards, post-secondary institutions, health authorities, municipalities and other local authorities and organizations; and
- Capital investment in government-owned infrastructure, equipment and inventories, and funding to rehabilitate government capital.

Capital Plan Investment



GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Link to cross-ministry initiatives and medium-term strategies

- The following cross-ministry initiative supports achievement of this goal: Economic Development and Innovation Initiative. See pages 37-40.

Strategies

- Provide financial support to community-owned and -operated Centennial Legacy Projects across Alberta to leave tangible, memorable investments for future generations.
- Support Government of Alberta Centennial Legacy Projects that preserve Alberta's heritage, provide educational opportunities and increase tourism, such as the redevelopment and expansion of the Provincial Museum of Alberta and the rejuvenation of the Jubilee Auditoria in Edmonton and Calgary.
- Re-capitalize, sustain and monitor the condition of facilities and infrastructure in Alberta's provincial parks and major recreation areas through revising related capital planning and delivery processes to ensure effective management of capital redevelopment and ensure public health, safety and enjoyment, including a safe and secure drinking water supply.
- Provide Albertans with effective and efficient health facilities by working with health authorities to effectively preserve existing infrastructure, and meet growth needs for new facilities including alternative financing arrangements such as public-private partnerships.
- Enhance health research and development capacity in Alberta through capital projects such as the Health Research Innovation Centres at the Universities of Calgary and Alberta, the Alberta Heart Institute in Edmonton, and the new Alberta Children's Hospital in Calgary.
- Invest in the development of a national Nanotechnology Institute in Alberta.
- Support increased access to post-secondary institutions through effective and appropriate infrastructure solutions.
- Review school facility capital and operating grant program structures to streamline administration and respond effectively to client needs. Also continue to evaluate alternatives such as public-private partnerships and multi-purpose facilities and provide effective and sustainable school facilities for Alberta students.
- Improve the highway network in Alberta through proper maintenance and rehabilitation, enforcing truck weights and dimensions to protect the integrity of the infrastructure, and undertake strategic improvements to the highway system, such as four-laning, widening and constructing interchanges to improve safety and reduce travel time.
- Continue to develop the North-South Trade Corridor from the United States border at Coutts, to the British Columbia border west of Grande Prairie, including key urban trade routes through Edmonton and Calgary. Work with federal and provincial/territorial governments to identify and resolve transportation issues.
- Continue construction of the Edmonton ring road including implementing the public-private partnership for the Southeast Anthony Henday Drive to meet the increasing traffic demands resulting from growth in the Edmonton region. Commence construction of the Calgary ring road.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

- Support municipalities through grant programs for infrastruture construction and rehabilitation.
- Administer various federal/provincial/municipal partnership programs which support infrastructure priorities in communities throughout Alberta.
- Complete construction of the Alberta SuperNet in 2005 to provide access for 402 rural and 27 urban communities in the province. When completed, Alberta SuperNet will provide a high-speed broadband infrastructure for universities, schools, libraries, hospitals and provincial government buildings in the province. This infrastructure is, and will continue to be made available for Internet Service Providers to connect to residences and businesses throughout the year.
- Provide safe and effective facilities for the delivery of government programs and seek innovative methods of project financing and delivery for major projects.
- Provide Albertans with effective, efficient and safe water management infrastructure through appropriate investment in rehabilitation and maintenance.
- Sustain and enhance the networks required to monitor environmental conditions.

GOAL FOURTEEN

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Measures

Performance Measures	Last Actual Results	Last Actual Year	Target 2005-06	Target 2006-07	Target 2007-08
Physical Condition of Health Facilities					
Percentage in acceptable ("fair" or "good") condition.	95%	2003-04	95%	96%	96%
Physical Condition of Learning Facilities					
Percentage schools in acceptable ("fair" or "good") condition.	94%[e]	2003-04	95%	95%	95%
Percentage of post-secondary institutions in acceptable ("fair" or "good") condition.	84%[e]	2003-04	86%	87%	88%
Physical Condition of Government-Owned and Operated Buildings					
Percentage in acceptable ("fair" or "good") condition.	96%	2003-04	96%	96%	96%
Physical Condition of Provincial Highways*					
Percentage in acceptable ("fair" or "good") condition.	88.8%	2003-04	86%	83.5%	81.5%
Effective Water Management Infrastructure**					
Percentage in acceptable ("fair" or "good") physical condition.	96%	1999	Maintain 2004-05 values	Maintain 2005-06 values	Maintain 2006-07 values

e Estimate.

* Physical condition of pavement.

** Includes headworks, dams and irrigation canals.

Note: "Good" is defined as adequate for intended use and expected to provide continued service life with average maintenance. "Fair" means components are aging and nearing the end of their life cycle requiring additional expenditure for renewal or refurbishing.

MINISTRY BUSINESS PLANS

2005
BUDGET

Table of Contents

Business Plan Contacts 109
Aboriginal Affairs and Northern Development 113
Advanced Education 121
Agriculture, Food and Rural Development 133
Children's Services 145
Community Development 161
Economic Development 173
Education 189
Energy 201
Environment 215
Executive Council 227
Finance 235
Gaming 249
Government Services 259
Health and Wellness 273
Human Resources and Employment 293
Infrastructure and Transportation 309
Innovation and Science 327
International and Intergovernmental Relations 341
Justice 349
Municipal Affairs 363
Restructuring and Government Efficiency 375
Seniors and Community Supports 385
Solicitor General 399
Sustainable Resource Development 411

Business Plan Contacts

Aboriginal Affairs and Northern Development
Phone: (780) 427-9658 (Gerry Kushlyk)
Fax: (780) 427-4019
E-mail: gerry.kushlyk@gov.ab.ca
Website: www.aand.gov.ab.ca

Advanced Education
Phone: (780) 427-4561 (Alex Boudreau)
Fax: (780) 422-0880
E-mail: alex.boudreau@gov.ab.ca
Website: www.advancededucation.gov.ab.ca

Agriculture, Food and Rural Development
Phone: (780) 422-6166 (Faye Rault)
Fax: (780) 415-6002
E-mail: faye.rault@gov.ab.ca
Website: www.agric.gov.ab.ca

Children's Services
Phone: (780) 644-4472 (Holly Palmer)
Fax: (780) 422-0912
E-mail: holly.palmer@gov.ab.ca
Website: www.child.gov.ab.ca

Community Development
Phone: (780) 427-6417 (Judith Barlow)
Fax: (780) 422-3142
E-mail: judith.barlow@gov.ab.ca
Website: www.cd.gov.ab.ca

Economic Development
Phone: (780) 415-4769 (Bohdana Dutka)
Fax: (780) 422-9319
E-mail: bohdana.dutka@gov.ab.ca
Website: www.alberta-canada.com/aed/index.cfm

Education
Phone: (780) 427-8217 (Sharon Campbell)
Fax: (780) 422-5255
E-mail: sharon.campbell@gov.ab.ca
Website: www.education.gov.ab.ca

Energy
Phone: (780) 427-6382 (Mike Boyd)
Fax: (780) 422-0800
E-mail: mike.g.boyd@gov.ab.ca
Website: www.energy.gov.ab.ca

Environment
Phone: (780) 415-0501 (Darlene Harris-Williams)
Fax: (780) 422-5136
E-mail: darlene.harris-williams@gov.ab.ca
Website: www.gov.ab.ca/env/

Executive Council
Office of the Premier/Executive Council and
Public Affairs Bureau
Phone: (780) 422-4097 (Elaine Dougan)
Fax: (780) 422-4168
E-mail: elaine.dougan@gov.ab.ca
Website: www.pab.gov.ab.ca

Finance
Phone: (780) 422-5439 (Juliette Blair)
Fax: (780) 422-0421
E-mail: juliette.blair@gov.ab.ca
Website: www.finance.gov.ab.ca

Gaming
Phone: (780) 447-8975 (Lana Lougheed)
Fax: (780) 447-8933
E-mail: lana.lougheed@aglc.gov.ab.ca
Website: www.gaming.gov.ab.ca

Government Services
Phone: (780) 427-0289 (Laura Cameron)
Fax: (780) 427-0307
E-mail: laura.cameron@gov.ab.ca
Website: www.gov.ab.ca/gs

Health and Wellness
Phone: (780) 422-6504 (Taras Nohas)
Fax: (780) 422-1515
E-mail: taras.nohas@gov.ab.ca
Website: www.health.gov.ab.ca

Business Plan Contacts

Human Resources and Employment
Phone: (780) 422-5974 (Ellen Hambrook)
Fax: (780) 415-2477
E-mail: ellen.hambrook@gov.ab.ca
Website: www.gov.ab.ca/hre

Infrastructure and Transportation
Phone: (780) 644-4907 (Sandra Stemmer)
Fax: (780) 427-3873
E-mail: sandra.stemmer@gov.ab.ca
Website: www.infras.gov.ab.ca

Innovation and Science
Phone: (780) 427-1994 (Gloria Jichita)
Fax: (780) 427-8448
E-mail: gloria.jichita@gov.ab.ca
Website: www.innsci.gov.ab.ca

International and Intergovernmental Relations
Phone: (780) 427-4627 (Aniko Parnell)
Fax: (780) 427-0699
E-mail: aniko.parnell@gov.ab.ca
Website: www.iir.gov.ab.ca

Justice
Phone: (780) 422-2640 (Stephen Gauk)
Fax: (780) 422-2829
E-mail: stephen.gauk@gov.ab.ca
Website: www.justice.gov.ab.ca

Municipal Affairs
Phone: (780) 415-9116 (Karen Sigurdson)
Fax: (780) 422-4923
E-mail: karen.sigurdson@gov.ab.ca
Website: www.municipalaffairs.gov.ab.ca

Restructuring and Government Efficiency
Phone: (780) 427-6369 (Cheryl Arseneau)
Fax: (780) 415-0103
E-mail: cheryl.arseneau@gov.ab.ca
Website: www.efficiency.gov.ab.ca

Seniors and Community Supports
Phone: (780) 427-2633 (Christine Bobbitt)
Fax: (780) 427-1689
E-mail: christine.bobbitt@gov.ab.ca
Website: www.seniors.gov.ab.ca

Solicitor General
Phone: (780) 422-2623 (Sylvia Church)
Fax: (780) 422-2829
E-mail: sylvia.church@gov.ab.ca
Website: www.solgen.gov.ab.ca

Sustainable Resource Development
Phone: (780) 644-7518 (Scott Kashuba)
Fax: (780) 644-4682
E-mail: scott.kashuba@gov.ab.ca
Website: www3.gov.ab.ca/srd

Reader's Guide

As part of the Government of Alberta's commitment to be open and accountable to the public, as outlined in the *Government Accountability Act*, all ministries are required to prepare and make public three-year ministry business plans. The ministry business plans encompass the department and all consolidated entities of the ministry in its vision, mission, link to the *Government of Alberta Strategic Business Plan*, significant opportunities and challenges, strategic priorities, core businesses, goals, strategies and performance measures.

> **The Vision** provides a clear, concise and compelling statement of the ministry's preferred future.
>
> **The Mission** statement identifies the ministry's purpose and reason for existence. It describes what the ministry does, why and for whom.
>
> **The Link to the Government of Alberta Strategic Business Plan** indicates ministries' linkages to the Government of Alberta's goals, pillars and medium-term strategies.
>
> **Significant Opportunities and Challenges** describe environmental factors that could influence the ministry's ability to implement strategies or achieve goals.
>
> **Strategic Priorities** outline issues of primary importance to the ministry, including ministry's significant participation in cross-ministry initiatives.
>
> **Core Businesses** set out the ongoing key responsibilities of the ministry that support the mission and provide a high-level framework for achieving results and allocating resources.
>
> **Goals** are broad statements describing the desired outcomes that the ministry wants to achieve in fulfilling its mission. For each of the goals, a **What it means** section explains the goal and what the ministry is doing on an ongoing basis in support of the goal.
>
> **Strategies** outline specific courses of actions to be undertaken by the ministry to accomplish ministry goals.
>
> **Performance Measures** are quantifiable indicators of progress towards achievement of ministry goals. Performance measures contain **Targets**, which identify a desired level of performance to be achieved at a specified future date.

Additional components to the business plan may also be included by ministries in order to improve the reader's understanding of the ministry and its activities.

Numbering of items in the components of the business plan is done for ease of reference and does not indicate priority rankings.

Ministry business plans include budget information in the form of several financial tables. The **Expense by Core Business** table identifies all ministry expense as assigned to core businesses. The **Ministry Statement of Operations** table includes revenue and expense by each of the ministry's major programs. The **Consolidated Net Operating Result** table identifies total revenue and expense, adjusted for inter-ministry transactions. The **Capital Investment by Program** table is presented for those ministries that have significant capital investment.

Aboriginal Affairs and Northern Development

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005, was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Pearl Calahasen

Pearl Calahasen, *Minister of Aboriginal Affairs and Northern Development*
March 24, 2005

THE MINISTRY

The Ministry is comprised of the following:

- the Department of Aboriginal Affairs and Northern Development, which consists of Aboriginal Initiatives, Aboriginal Land and Legal Issues, Strategic Services and Northern Development;
- the Northern Alberta Development Council, a council of Northerners, reporting through an MLA Chair to the Minister; and
- the Metis Settlements Appeal Tribunal, a quasi-judicial body, established by the *Metis Settlements Act*, to resolve disputes pertaining to land, membership and surface rights.

VISION

An Alberta that includes the full participation of self-reliant Aboriginal and Northern Albertans in the province's opportunities and prosperity.

MISSION

Through collaboration with other ministries, Aboriginal governments and organizations and other partners, develop and promote strategies and initiatives to enhance Aboriginal well-being and self-reliance, clarify government and Aboriginal roles and responsibilities, and enhance the economic and social development of Northern Alberta.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Aboriginal Affairs and Northern Development (AAND) is committed to the Government of Alberta Strategic Business Plan's vision of an Alberta where "*Aboriginal Albertans have achieved a socio-economic status equivalent to that of other Albertans.*" The Ministry contributes to each of the four pillars of the strategic business plan:

- Unleashing Innovation: Promoting Aboriginal and Northern participation in the knowledge economy and fostering knowledge transfer through connection of the Alberta SuperNet in Aboriginal and Northern communities.
- Leading in Learning: Supporting the government's response to Alberta's Commission on Learning and the *First Nations, Métis* and *Inuit Education Policy Framework*; addressing learning needs in Northern, Aboriginal and remote communities by supporting Northern bursary and stay-in-school initiatives.
- Competing in a Global Marketplace: Supporting value-added Aboriginal and Northern agriculture and forestry development, transportation infrastructure, and tourism development.
- Making Alberta the Best Place to Live, Work and Visit: Building on the strength and vitality of Aboriginal and Northern communities, enhance the social and economic participation of Aboriginal and Northern Albertans. In 2005, the Ministry will work with Aboriginal communities to enhance the awareness of the contribution of Aboriginal people to Alberta's past, present and future through Centennial 2005 activities.

The Ministry leads implementation of the cross-ministry priority policy Aboriginal Policy Initiative and the medium-term Northern Development Strategy. AAND supports Government Business Plan Goal 7 – *The well-being and self-reliance of Aboriginal communities and people will be improved*, and works in partnership with other ministries to include Aboriginal and Northern perspectives in the achievement of other Plan goals.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

1. **Aboriginal well-being and self-reliance.** The Aboriginal population is growing faster and is younger than the non-Aboriginal population. Disparities continue to exist between the social and economic circumstances of Aboriginal people and other Albertans, resulting in higher use of support services. The significant migration of Aboriginal people between their communities of origin and Alberta's towns and cities poses additional challenges to government in providing consistent and effective services to Aboriginal people such as health, education and children's services.
2. **Aboriginal participation in the economy.** Aboriginal communities are seeking greater participation in the growing Alberta economy, particularly in resource development. Increased economic participation would improve socio-economic conditions and increase self-sufficiency. Enhanced Aboriginal inclusion in the economy depends on improving educational attainment, increasing community capacity and establishing with First Nations clear regulatory regimes to govern economic and resource development on-reserve.

3. **First Nations relations.** Although the federal government has primary responsibility for First Nations, particularly on-reserve, there has been a tremendous increase in the number and complexity of issues in areas of provincial jurisdiction. With an increasing number of Alberta ministries involved in First Nations issues, there is an opportunity to enhance relationships with First Nations through a coordinated approach. The proposed establishment of an Alberta Treaty Commission by the federal government may also require a significant level of provincial participation.

4. **Self-government.** The Government of Alberta's *Aboriginal Policy Framework* recognizes in principle the inherent right of self-government and commits Alberta to participate in the development of self-government agreements, if invited to do so by the federal government and First Nations. While the negotiation of self-government agreements offers an opportunity to re-empower First Nations communities and resolve long-standing jurisdictional and service delivery issues, there are potentially significant implications for Alberta. The Ministry is taking the lead in developing an appropriate policy framework and in coordinating provincial participation in self-government discussions.

5. **Metis issues.** A critical issue is the need to work with Metis Settlements to ensure that they are prepared to assume greater self-reliance in 2007. In partnership with the Metis Settlements General Council and the Metis Nation of Alberta Association, explore ways to give practical effect to harvesting and other initiatives concerning acknowledged Metis rights.

6. **Land management and resource development.** Aboriginal organizations, industry and other stakeholders have identified this as a crucial issue. In partnership with First Nations, Metis governments and organizations, enhance mutual relationships and balance interests concerning land management and resource development including harvesting and traditional use. Achieving this will require the implementation of consultation policy and guidelines as well as economic participation strategies.

7. **Clarify Federal, Provincial and Aboriginal roles and responsibilities**. Jurisdictional gaps, uncertainty and unclear roles and responsibilities continue to impact the delivery of services to Aboriginal people, especially across reserve boundaries. The on-reserve off-reserve distinction is no longer the defining characteristic of Aboriginal–government relations. The ever-changing environment of Federal, Provincial and Aboriginal relations is influenced by demographic change, increasing urban migration, the increased role of First Nations and Metis Settlements in governing their own affairs, and recent federal government initiatives including the development of National Aboriginal Roundtable processes. The Ministry will continue to work with the federal government and Aboriginal people on a variety of issues both on and off reserve, such as housing and Aboriginal participation in the economy.

8. **Advancing Northern development.** Northern Alberta's abundant natural resources are the driving force behind the Alberta economy. Northern Alberta comprises 60 per cent of the province but contains only nine per cent of the province's population. The Ministry will coordinate the development of government-wide strategies that recognize the North's unique needs and opportunities. Priorities include: transportation and infrastructure; sustained, efficient and value-added development of existing economic sectors; innovation to create new opportunities (tourism and knowledge-based businesses); trade and market development; improved access to education, skill development and health services; focused labour recruitment and retention; enhanced community capacity; and Aboriginal inclusion. Pan-Northern transportation, infrastructure and housing challenges must be addressed to realize the full potential of Northern growth corridors benefiting the whole Alberta economy.

STRATEGIC PRIORITIES 2005-08

The Ministry has selected these strategic priorities:

1. **Aboriginal Policy Framework** **Linkage: Goal 1**	Implement commitments in the *Aboriginal Policy Framework*, by working with all Alberta ministries, the Aboriginal community and other stakeholders, through AAND and cross-ministry activities, including the priority policy Aboriginal Policy Initiative.
2. **Consultation** **Linkage: Goal 1**	Lead the development and implementation of provincial consultation processes to ensure that Aboriginal interests are recognized in the management of Crown lands and resources.
3. **Metis Settlements** **Linkage: Goal 2**	In partnership with the Metis Settlements General Council, establish mechanisms to enhance self-reliance in preparation for the end of current funding arrangements in 2007.
4. **Urban Aboriginal Initiatives** **Linkage: Goal 2**	Work collaboratively with federal, provincial and municipal departments and agencies and local Aboriginal organizations in Edmonton, Calgary and Lethbridge to implement projects to address local urban Aboriginal issues and priorities.
5. **Northern Development** **Linkage: Goal 3**	Coordinate Alberta policies and strategies to enhance sustained and innovative Northern economic and social development. In partnership with municipal, provincial, territorial, national and international governments, develop complementary pan-Northern strategies.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Aboriginal Relations – Encourage increased Aboriginal participation in the social and economic life of Alberta and facilitate the resolution of significant Aboriginal issues

GOAL ONE

1

Provide a leadership role in assisting government to manage significant Aboriginal issues requiring a coordinated policy or strategic response

What it means In 2000, the Government of Alberta approved the *Aboriginal Policy Framework*. The Ministry leads implementation of the Framework through the cross-ministry Aboriginal Policy Initiative and collaboration with other ministries and partners to identify and address barriers to improved socio-economic circumstances of Aboriginal people. This collaboration has resulted in the development and implementation of the cross-ministry consultation strategy. Other strategic issues are addressed below.

Strategies

1.1 Lead and coordinate the cross-ministry Aboriginal Policy Initiative, as one mechanism for Alberta ministries and other partners to address the commitments under the Government of Alberta's *Aboriginal Policy Framework*.

1.2 Lead and coordinate participation of Alberta ministries in development of First Nations economic development strategies, including strategies to address regulatory barriers to economic development on First Nations reserves.

1.3 Lead and coordinate participation of Alberta ministries in discussions with the federal government and First Nations on self-government.

1.4 Lead and coordinate participation of Alberta ministries with Metis governments and organizations in developing and implementing appropriate arrangements for Metis to exercise harvesting rights while respecting safety and conservation considerations.

1.5 Lead and coordinate participation of Alberta ministries, with First Nations and other partners, to implement the proposed consultation strategy to address land and resource issues.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a % of Alberta ministries addressing Aboriginal issues*	83%	80%	80%	80%
1.b % of targets identified in Aboriginal Policy Initiative achieved**	100%	90%	90%	90%

* The percentage of ministries addressing Aboriginal issues may be affected by changes to the structure of government.

** Achievement of the API targets is affected by the number of Aboriginal initiatives proposed each year.

GOAL TWO 2

Provide advice and specialized knowledge to assist other ministries, Aboriginal governments, communities and organizations and other interested parties to identify and resolve emerging issues

What it means AAND enhances provincial relations with Aboriginal people, including ongoing relations with First Nations and Metis Settlements. The Ministry works with other Alberta ministries to ensure that Aboriginal issues are considered in developing and implementing government initiatives. The Ministry also works with Aboriginal communities, Alberta ministries and other stakeholders to proactively identify and resolve issues. In specific areas of responsibility (Metis Settlements legislation, land claims, and specific roles identified in various agreements), AAND works collaboratively with partners to address emerging and ongoing issues.

Strategies

2.1 Work with Alberta ministries, the federal government and First Nations toward timely resolution of land-related negotiations, including treaty land entitlement claims for which Alberta has an obligation under the *Natural Resources Transfer Agreement*.

2.2 In partnership with the Metis Settlements General Council, develop strategies and processes that assist in preparing for greater self-reliance.

2.3 Work with Alberta ministries, federal and municipal governments and Aboriginal organizations in Edmonton, Calgary and Lethbridge to identify and address urban Aboriginal issues.

2.4 Ensure First Nations and Metis interests are considered in developing policies and programs, including initiatives to improve Alberta-First Nations and Alberta-Metis relations.

2.5 Engage Aboriginal and industry advisory committees in providing guidance in setting the Ministry's future direction.

2.6 Advise and assist other ministries to develop policies and strategies to enhance the well-being and self-reliance of Northern and Aboriginal people, families and communities by participating in other cross-ministry initiatives.

2.7 In partnership with Aboriginal organizations, municipalities, industry, other ministries and stakeholders, strategically address capacity building strategies.

2.8 With the federal government, other provinces, territories, national and provincial Aboriginal organizations, work to develop national and western regional strategies to address important Aboriginal and Northern issues.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Metis Settlements self-generated revenue from industrial taxation, user fees and levies	$3.85 million (2002-03)	$4.09 million	$4.17 million	$4.25 million
2.b Progress on the negotiation and implementation of land related agreements.				
Agreement in Principle	0	2	3	1
Final Agreement	8	5	3	4
Full Implementation	8	11	14	17
Total	16 (2004-05)	18	20	22
2.c Number of capacity building initiatives with Aboriginal communities and organizations.	4 (2004-05)	6	8	8

Core Business Two: Northern Development – To advance the development of Northern Alberta

GOAL THREE 3

Provide a strategic leadership and coordination role in identifying and addressing Northern issues

What it means The Ministry focuses attention and awareness on Northern Alberta's unique opportunities and challenges. With other ministries, Northern and other partners, the Ministry initiates and coordinates the development of policies and strategies to advance sustainable Northern development. Priorities include: transportation, infrastructure networks, economic diversification (via value-added agriculture and forestry strategies, innovative use of technology, tourism), educational attainment, skill development, health services, community capacity and Aboriginal inclusion. The Ministry works with provincial and territorial partners through Memoranda of Understanding and other initiatives to advance northern development.

Strategies

3.1 Engage Northern and Aboriginal communities, businesses, industry and other stakeholders to identify strategic Northern socio-economic priorities, opportunities and challenges leading to the creation of a Northern Development Strategy.

3.2 Partner with other jurisdictions, other ministries, Northern and Aboriginal communities, business, and industry to promote Northern opportunities and address challenges.

3.3 Promote awareness of the significance of Northern development to all Albertans.

3.4 In partnership with Northern communities, business, industry, learning providers and students, support local and regional initiatives to increase Northern skill levels.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Partner satisfaction with NADC's contribution in advancing Northern interests.	8.1 out of 10	8.0	8.0	8.0
3.b Bursary Return Rate	74%	75%	76%	76%

Measure to be developed: Number of stakeholder partnerships, including municipalities and Aboriginal organizations.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Aboriginal Relations	33,385	33,555	33,530	37,220	38,740	25,159
Northern Development	1,926	2,104	2,104	2,104	2,104	2,104
MINISTRY EXPENSE	35,311	35,659	35,634	39,324	40,844	27,263

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Other Revenue	60	-	9	-	-	-
MINISTRY REVENUE	60	-	9	-	-	-
EXPENSE						
Program						
Aboriginal Affairs	14,747	17,842	17,817	22,292	23,812	24,317
Metis Settlements Appeal Tribunal	967	942	942	942	942	942
Northern Alberta Development Council	1,926	2,004	2,004	2,004	2,004	2,004
Metis Settlements Governance	5,910	4,871	4,871	4,086	4,086	-
Metis Settlements Legislation	10,000	10,000	10,000	10,000	10,000	-
Land and Legal Settlements	1,750	-	-	-	-	-
Valuation Adjustments and Other Provisions	11	-	-	-	-	-
MINISTRY EXPENSE	35,311	35,659	35,634	39,324	40,844	27,263
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(35,251)	(35,659)	(35,625)	(39,324)	(40,844)	(27,263)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	60	-	9	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	60	-	9	-	-	-
Ministry Program Expense	35,311	35,659	35,634	39,324	40,844	27,263
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**35,311**	**35,659**	**35,634**	**39,324**	**40,844**	**27,263**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(35,251)	(35,659)	(35,625)	(39,324)	(40,844)	(27,263)

Advanced Education

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

David Hancock, *Minister of Advanced Education*
March 23, 2005

THE MINISTRY

In collaboration with learning providers, the advanced education system, industry, communities, government agencies and non-governmental organizations, Advanced Education strives to create accessible, affordable and quality learning opportunities that are responsive to the ongoing learning needs of Albertans. The Ministry's 2005-08 Business Plan identifies how it plans to work over the next three years to enhance advanced education and learning opportunities for all Albertans.

The Ministry of Advanced Education consists of two core program divisions – Adult Learning, and Apprenticeship and Industry Training – and a supporting division, Strategic and Corporate Services. The core divisions provide learning services and standards for the advanced education system. Strategic and Corporate Services Division provides services and support for department-wide operations. In addition, the following councils and boards provide policies, guidelines and advice to the Minister of Advanced Education: the Alberta

Council on Admissions and Transfer, the Alberta Apprenticeship and Industry Training Board, the Campus Alberta Quality Council, and the Students Finance Board.

Advanced Education's vision, mission, values and principles define the Ministry. The Ministry's vision is its view of the future. The mission describes the Ministry's purpose and reason for existence. The values demonstrate the beliefs or traits that guide the Ministry's actions, and the principles identify the Ministry's method of operating. As a newly formed ministry, the strategic direction for Advanced Education will evolve. This may include redefining the vision, mission, values and principles in consultation with stakeholders and partners.

ALBERTA'S VISION

A vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children.

MISSION

In support of Alberta's vision, Advanced Education's mission is for Alberta to be a learning society where all Albertans have access to the opportunity to develop the learning, work and life skills they need to achieve their aspirations and maximize their potential to the benefit of themselves and Alberta.

VALUES

- **Respect**
- **Integrity**
- **Trust**
- **Openness**
- **Caring**

PRINCIPLES

Learner Centred – The lifelong learning system is focused on the learner.

Accessible – Albertans have access to affordable, quality learning opportunities.

Collaborative – Learning is a lifelong human endeavor that best occurs when partners and stakeholders work together to provide a holistic approach and a supportive environment.

Accountable – The learning system is accountable to Albertans for quality results, system sustainability and fiscal responsibility.

Responsive – The learning system is flexible and meets and anticipates learner needs.

Innovative – The learning system demonstrates leading edge innovation for improved results.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Government of Alberta 20-Year Strategic Plan describes a vision for the future of the province and identifies four areas of opportunity or "pillars" for Alberta to maximize its potential. Advanced Education supports the achievement of the Government of Alberta's 20-Year Strategic Business Plan through strategic priorities and strategies identified in the Ministry's business plan. The Leading in Learning pillar provides the overarching direction for the Ministry's strategic priorities, focusing on providing Albertans with the opportunities they need to learn, adapt and develop new knowledge and new skills.

The Government of Alberta also has medium-term strategies to achieve the government's corporate agenda and support the priorities of Albertans. While Advanced Education supports all of these strategies through its strategic priorities and strategies identified in the Ministry's 2005-08 Business Plan, the Ministry has direct responsibility for three of these strategies: the *Post-secondary Learning Act*, the Learning and Technology Policy Framework and Educating Albertans to Compete in a Global Marketplace. Together, these strategies focus on increasing access to affordable and high quality learning opportunities, sustaining the advanced education system, fostering excellence in research and innovation and ensuring that the advanced education system prepares Albertans to compete in the global marketplace.

The Government of Alberta Business Plan is an ongoing three-year plan that lays out the government's goals, strategies and measures to track progress towards achieving goals. Each of these goals is directly aligned with the pillars of the government's 20-year plan and the 10-15 year medium-term strategies. Advanced Education ensures that its strategic priorities, core businesses, goals and strategies support all of the government's three-year business plan goals and in particular focus on and support Goal Two of the Government of Alberta's three-year business plan, which states: Albertans will be well prepared for lifelong learning and work.

In the table below, the shaded area denotes the priority linkage between the Government of Alberta 20-year Strategic Plan, the Government of Alberta 3-year Business Plan and the Ministry Business Plan.

Government of Alberta 20-Year Strategic Plan Pillars

Unleashing Innovation	**Leading in Learning**	**Competing in a Global Marketplace**	**Making Alberta the Best Place to Live, Work and Visit**
Government of Alberta 3-Year Business Plan Goals			
• Goal 1 – Alberta will have a diversified and prosperous economy.	• **Goal 2 – Albertans will be well prepared for lifelong learning and work.** • Goal 7 – The well-being and self-reliance of Aboriginal communities and people will be improved.	• Goal 3 – Alberta's international competitiveness will be enhanced.	• Goal 5 – Albertans will be healthy. • Goal 6 – Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help.
Advanced Education Strategic Priorities for 2005-08			
	Leading in Learning Access for All Learners Affordability for All Learners Quality and Innovation in the Advanced Education System		
Key Advanced Education Strategies for 2005-08			
• **Strategy 1.10** Work with the Ministry of Innovation and Science, post-secondary institutions, and other stakeholders to enhance Alberta's capacity for innovation, knowledge creation and knowledge transfer.	• **Strategy 1.1** Develop an overall adult learning strategy to guide strategic direction and investment in the adult learning system. • **Strategy 1.2** Implement the accessibility, affordability and quality requirements in the *Access to the Future Act* (pending legislative approval). • **Strategy 1.4** Implement the Campus Alberta Quality Council to enhance access to a quality education. • **Strategy 1.9** Co-champion the *Leading in Learning and Skilled Workforce Initiative*, support the other cross-ministry initiatives, and support the cross-ministry key administrative initiatives.	• **Strategy 1.7** Ensure the apprenticeship and industry training system is responsive to the needs of industry in collaboration with industry stakeholders. • **Strategy 1.8** Work with intergovernmental partners to further develop Alberta's unique cooperative arrangements and to further strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada, Canadian apprenticeship councils, and others. • **Strategy 1.10** Work with the Ministry of Innovation and Science, post-secondary institutions, and other stakeholders to enhance Alberta's capacity for innovation, knowledge creation and knowledge transfer.	• **Strategy 2.2** Develop strategies to increase participation in learning opportunities by Aboriginal, immigrant and other underrepresented groups. • **Strategy 2.6** Provide opportunities in local communities for adults including Aboriginal, immigrant, and other underrepresented groups to return to learning to meet their personal learning and employment goals.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta's future prosperity and economic success depends on our ability to develop, attract, and retain the people and skills essential for a knowledge-based economy. The face of Alberta has changed over the years, and the world our learners must enter today is not the same one they would have entered even a decade ago.

Advanced Education's mission is to help Albertans build the learning, work and life skills they need to achieve their aspirations and maximize their potential to the benefit of themselves and all Albertans. The following are key strategic issues that could impact the Ministry's ability to achieve its mission and goals. Advanced Education examines these opportunities and challenges to determine the strategic priorities and develop strategies to address them in a way that ensures an affordable, accessible and high-quality advanced education system.

Globalization	Alberta must compete in an increasingly dynamic global environment. It is a priority for government to ensure reliable export markets, keep Alberta competitive, develop the future supply of skilled workers, and ensure the full participation of Alberta's communities. This ever-changing dynamic means Alberta and its advanced education system will continue to be influenced by international competition for foreign direct investments, educational opportunities and high value-added industries as well as the growing need for a highly skilled, knowledgeable population.
Transition to a Knowledge Economy	Knowledge, innovation, and education drive prosperity in modern economies and societies, and people are the source. Lifelong learning is the foundation that will help Alberta secure the prosperity, economic growth, and healthy communities needed to improve the quality of life for all Albertans. Greater collaboration with all advanced education partners and stakeholders will ensure Albertans are participating in and taking advantage of the knowledge-based economy.
Information and Communications Technology	To succeed in a knowledge-based economy, Alberta must integrate information and communications technology into the lifelong learning experience. The advanced education system faces ongoing opportunities and challenges to expand and build technology knowledge and skills into learning experiences, using the most effective and efficient technological innovations available.
Diversification of the Economy	Alberta's strong economy continues to diversify and create opportunities. Alberta's future economic strength will depend on supporting the development of a knowledgeable, innovative and highly skilled population. To accomplish this, Albertans must be able to access affordable and high quality learning opportunities.
Sustainability of the Advanced Education System	It is a government priority to ensure Alberta's advanced education system provides predictable tuition fees, increased access, better transferability and mobility, more research opportunities and the flexibility learners need to pursue career opportunities. It is vital that government find ways to sustain and build on quality advanced education in an environment of competing fiscal and policy priorities, rising public demand for choice and increasing pressure to address infrastructure and human resource capacity.
Public Values and Expectations	While Albertans value their learning opportunities and recognize their personal role, they also expect the advanced education system to respond to their needs. Albertans believe in an advanced education system where financial need is not a barrier to education. They want a system that improves continuously, responds to diverse learner needs, is accessible and affordable, and is fiscally responsible and accountable for results. Albertans also increasingly expect to have a say in decisions impacting the advanced education system. In the face of these expectations, there is a greater need to communicate complex issues and demonstrate the return on investment in advanced education.

Building Community Capacity

There is growing recognition that affordable, accessible and high quality advanced education is key to facilitating and securing social prosperity, economic success, and a knowledgeable and healthy citizenry. To accomplish this, the Ministry must continue to build strong community capacity through collaboration with its stakeholders and partners. This collaboration will focus on expanded and locally relevant regional access through the strategic application of technology, expansion of degree granting capacity, and providing the tools necessary to allow all learners to succeed.

STRATEGIC PRIORITIES 2005-08

The Ministry has identified strategic priorities to support the *Government of Alberta Strategic Business Plan* and respond to the significant opportunities and challenges influencing Advanced Education's ability to achieve its mission and goals for 2005-08.

1. **Leading in Learning**

   Linkage: Goal 1 and 2

   Alberta's future economic strength depends on a knowledgeable citizenry and a highly skilled workforce. This requires a learning system that gives learners the opportunities and tools to succeed and excel. To enable the advanced education system to meet the learning goals of Albertans and support a vibrant and growing economy, Advanced Education will work with partners and stakeholders on strategies and initiatives that support the Leading in Learning pillar of the Government of Alberta's 20-Year Strategic Plan. This will help Albertans build the learning, work and life skills they need to achieve their aspirations and maximize their potential to the benefit of themselves and all Albertans.

2. **Access for All Learners**

   Linkage: Goal 1 and 2

   People are the key to Alberta's future prosperity. The success of adult learners depends upon their ability to make smooth transitions to, within, and from the advanced education system. Enhancing these transitions, along with increasing access to learning opportunities, will help Albertans achieve success in the advanced education system and the labour market. It is particularly important to ensure that under-represented groups have access to advanced education opportunities. Collaborating with stakeholders to improve First Nations, Métis and Inuit learner success is a priority for Advanced Education. There will be a focus on expanded regional access through the strategic application of technology, expansion of degree granting capacity within the system, and providing the tools necessary to allow learners to succeed. Advanced Education will also ensure high levels of awareness among students and their parents of advanced education opportunities and expand foreign credential recognition. The *Post-secondary Learning Act* will serve as the basis for future development, expansion and investment in the advanced education system. Increasing access to learning opportunities will generate returns for Albertans for years to come.

3. **Affordability for All Learners**

   Linkage: Goal 1 and 2

   Ensuring Albertans have access to learning opportunities requires that those opportunities be affordable to learners and their families. It must also be recognized that advanced education brings with it a substantial return on investment to both the individual and society. Our student finance programs must ensure that financial need is not a barrier to learning. These programs also must be responsive to the increasingly diverse needs of learners and leverage high rates of participation among all Albertans, including Aboriginal learners, rural Albertans and those that are socio-economically disadvantaged. Advanced Education will continue to work with the federal government to ensure assistance levels support the cost of learning and that debt levels are manageable.

4. **Quality and Innovation in the Advanced Education System**

Linkage: Goal 1

Maintaining the quality of advanced education is a priority for Albertans. A quality advanced education system is dependent on the ability of the system to meet the needs of learners, society and the economy. The achievement of national and international standards is a key component in maintaining quality. Advanced Education is actively involved in cross-ministry, inter-provincial and international collaboration to lead to increased standards of performance. Some of the current priorities for this collaboration include literacy, Aboriginal education, system capacity and high standards of excellence in the delivery of degree program opportunities. In collaboration with Innovation and Science, Advanced Education will support innovation and knowledge development within the advanced education system and the transfer of knowledge to industry.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Advanced Education has identified two core businesses that are the ongoing key responsibilities of the Ministry. Within each core business is a goal with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. Advanced Education also has identified strategies for 2005-08 that support the two ministry goals and the Government's 20-year strategic plan.

Core performance measures indicate the degree of success the ministry has in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value.

Core Business One: Support the Advanced Education System to Provide Affordable, Accessible and High Quality Learning Opportunities

GOAL ONE

Increased Access to Quality Advanced Education Opportunities

What it means

Advanced Education strives to provide increased access to high quality advanced education opportunities for all adult Albertans. It does this through policy, programming, and funding support to post-secondary institutions and working with industry to facilitate the development of training and certification standards in the apprenticeship and industry training system. Advanced Education also continues to lead and work collaboratively with partners and stakeholders to enhance quality learning opportunities for Albertans.

The following have been identified as Goal 1 outcomes:

- The advanced education system meets the needs of learners, society and the economy.
- Improved results through effective working relationships on cross-ministry initiatives and with stakeholders.

Strategies

1.1 Develop an overall adult learning strategy to guide strategic direction and investment in the adult learning system.

1.2 Implement the accessibility, affordability and quality requirements in the *Access to the Future Act* (pending legislative approval).

1.3 Develop an application process strategy that will enable learners to better access learning opportunities.

1.4 Implement the Campus Alberta Quality Council to enhance access to a quality education.

1.5 Review the approaches to allocating resources and investing within the advanced education system.

1.6 Encourage increased industry participation and investment in the apprenticeship and industry training system in collaboration with the Alberta Apprenticeship and Industry Training Board, employers and stakeholders.

1.7 Ensure the apprenticeship and industry training system is responsive to the needs of industry in collaboration with industry stakeholders.

1.8 Work with intergovernmental partners to further develop Alberta's unique cooperative arrangements and to further strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada; Canadian apprenticeship councils; and others.

1.9 Co-champion the *Leading in Learning and Skilled Workforce Initiative*, support the other cross-ministry initiatives, and support the cross-ministry key administrative initiatives.

1.10 Work with the Ministry of Innovation and Science, post-secondary institutions, and other stakeholders to enhance Alberta's capacity for innovation, knowledge creation and knowledge transfer.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
Outcome: The advanced education system meets the needs of learners, society and the economy.				
1.a Satisfaction of recent apprenticeship graduates with on-the-job training	93% (2002-03)	n/a	93%	n/a
1.b Satisfaction of recent apprenticeship graduates with technical training	95% (2002-03)	n/a	96%	n/a
1.c Employment rate of Albertans aged 25 to 34 by educational attainment:				
Post-secondary certificate or diploma	86% (2004)	88%	88%	88%
University degree	84% (2004)	87%	87%	87%
Outcome: Improved results through effective working relationships on cross-ministry initiatives and with stakeholders.				
1.d Satisfaction of cross-ministry partners and learning system stakeholders that Advanced Education staff are collaborative	89% (2003-04)	90%	90%	90%
1.e. Satisfaction of cross-ministry partners and learning system stakeholders that Advanced Education staff are responsive and flexible	87% (2003-04)	90%	90%	90%

Note:
n/a - Data available every other year.

A new methodology has been adopted for the performance measure: satisfaction of recent post-secondary graduates with the overall quality of their education. The last actual was 79% (2003-04). Once 2005-06 results are available, a target for 2007-08 will be set. Data is available every other year.

Core Business Two: Support Learners to Achieve Their Maximum Potential

GOAL TWO 2

Increased Participation of Learners in Advanced Education Opportunities

What it means

Advanced Education supports learners who aspire to participate in high quality, accessible and affordable advanced education opportunities. This support enhances the opportunities for Albertans to develop and apply the knowledge and skills that will secure Alberta's ability to maximize its economic and human potential now and into the future. The following have been identified as Goal 2 outcomes:

- Adult Albertans can participate in quality learning opportunities.
- Learners complete programs.
- Albertans are engaged in lifelong learning.
- Albertans are well prepared for employment and citizenship.

Strategies

2.1 Develop an integrated provincial strategy to increase completion rates of learners.

2.2 Develop strategies to increase participation in learning opportunities by Aboriginal, immigrant and other underrepresented groups.

2.3 Review affordability and improve the design and delivery of student financial assistance to continue to ensure that financial need is not a barrier to participation in advanced education opportunities.

2.4 Enhance the knowledge and awareness of parents and learners about planning for post-secondary studies.

2.5 Improve learning access for Albertans by enhancing transitions into and within the advanced education system.

2.6 Provide opportunities in local communities for adults including Aboriginal, immigrant, and other underrepresented groups to return to learning to meet their personal learning and employment goals.

2.7 Enhance the Access Growth Fund (Apprenticeship) to improve participation and achievement in apprenticeship and industry training programs.

2.8 Enhance program services and support to apprentices, employers and others through the implementation of ATOMS (apprenticeship, trade and occupation management system) that will provide access to 24 hours a day, seven days a week on-line service.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
Outcome: Adult Albertans can participate in quality learning opportunities.				
2.a Participation in post-secondary education	31% (2004)	33%	33%	33%
2.b Public agreement that the learning system is within the means of most Albertans	50% (2003-04)	56%	56%	56%
Outcome: Learners complete programs.				
2.c Apprenticeship completion rate, based on tracking apprentices after their first year of technical training for two years beyond the normal length of the program	76% (2003-04)	77%	77%	77%
2.d Educational attainment of Albertans aged 25 to 64: Post-secondary completion (Canada = 57%)	56% (2004)	57%	57%	57%
Outcome: Albertans are engaged in lifelong learning.				
2.e High school to post-secondary transition rate	51% (2002-03)	52%	52%	TBD
Outcome: Albertans are well prepared for employment and citizenship.				
2.f Employer satisfaction with the skills and quality of work of learning system graduates	89% (2003-04)	91%	n/a	TBD

Notes:
n/a - Data available every other year.
TBD - Target to be set when more years of data are available.

Supplemental Information on System-wide Post-secondary Completion Rate – Interim Measure	Last Actual 2002-03
Public institution completion rates, based on tracking first-year, full-time students for three years beyond the normal length of their program, aggregated by sector:	
Universities	61%
Colleges and Technical Institutes	59%

ORGANIZATIONAL STRUCTURE SUPPORTING OUR BUSINESS PLAN

CORE PROGRAM DIVISIONS

Advanced Education's two core program divisions, Adult Learning and Apprenticeship and Industry Training, provide learning services and standards for the advanced education system. They carry out the Ministry's mission and provide a framework for achieving results and allocating resources. The core divisions work closely with advanced education system stakeholders and provincial ministry partners to ensure program continuity and smooth transitions for learners. Advanced Education's core program divisions support the two Ministry core businesses.

Adult Learning

The Adult Learning Division works with adult learners and the public and private post-secondary institutions to support learners, provide learning opportunities and enhance the advanced education system. Specifically, the Division: funds post-secondary learning providers; provides student financial assistance to Albertans; coordinates and approves programs of study at public institutions; licenses and accredits programs offered by private providers; funds, supports and provides community adult learning opportunities; evaluates credentials of new Albertans for learning and employment opportunities; and provides information to, and supports for, the advanced education system.

Apprenticeship and Industry Training

The Apprenticeship and Industry Training Division works with industry, employer and employee organizations, technical training providers, government and ministry divisions to support the development, maintenance and delivery of designated trade and occupation programs. Specifically, the Division: develops program standards with industry; counsels apprentices and employers; provides funding for approved programs; and certifies individuals in designated trades and occupations.

SUPPORTING DIVISION

Strategic and Corporate Services

Similar to core program divisions, the Strategic and Corporate Services Division is also part of the ongoing work that the department undertakes to achieve its goals by providing services that focus on department-wide operations and by facilitating integration and accountability across the department and the advanced education system. Specifically, the Division: provides strategic communications advice and planning services; represents the ministry to the public and the media; provides legislative planning services, financial services, and human resource planning; provides department-wide policy options and policy research, planning and consultation processes; provides information management and technology services; provides learning opportunities through English as a Second Language, community adult learning and literacy programs; and provides high quality support and assessment services to new Albertans and potential foreign workers.

ADVISORY BOARDS AND COUNCILS

Alberta Council on Admissions and Transfer

The Alberta Council on Admissions and Transfer is a 15-member Council, with representation from the public, students, the universities, public colleges and technical institutions, private colleges and Alberta Education. As an independent body, which reports annually to the Minister of Advanced Education, it is responsible for developing policies, guidelines, and procedures designed to facilitate transfer agreements among post-secondary institutions. The framework for these admissions and transfer agreements is contained in the Council's principles, policies, and procedures, published in the *Alberta Transfer Guide*.

Alberta Apprenticeship and Industry Training Board

The Alberta Apprenticeship and Industry Training Board works with industry to establish the standards and requirements for training and certification in programs under the *Apprenticeship and Industry Training Act*. The Board makes recommendations to the Minister of Advanced Education about the needs of Alberta's labour market for skilled and trained workers and the designation of trades and occupations. The Board establishes or recognizes trade and occupation-specific industry committees and appoints members to these committees, and promotes participation in careers, training and certification in trades and occupations. The Board consists of 13 members, appointed by the Lieutenant Governor in Council, who are knowledgeable about training in trades and occupations and the needs of the Alberta labour market. Employers and employees are represented in equal numbers. Eight of the members represent employers and employees in designated trades and four represent employers and employees in other industries.

Campus Alberta Quality Council

In spring 2004, the *Post-secondary Learning Act* was proclaimed into law, which provides for the establishment of the Campus Alberta Quality Council. It replaces the former Private Colleges Accreditation Board. The Council will provide advice to the Minister of Advanced Education with respect to the quality of proposed degree programs at both public and private institutions.

Students Finance Board

The Students Finance Board is an 11-member Board appointed by the Minister of Advanced Education. The members of the Board serve three-year terms, and may serve no more than two terms. The Board provides advice to the Minister on matters pertaining to student financial assistance, including scholarships under the *Alberta Heritage Scholarship Act.*

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Support the Advanced Education System to Provide Affordable, Accessible and High Quality Learning Opportunities	1,201,424	1,255,577	1,266,956	1,442,122	1,538,516	1,664,755
Support Learners to Achieve Their Maximum Potential	142,293	202,393	194,349	215,573	226,658	229,755
MINISTRY EXPENSE	1,343,717	1,457,970	1,461,305	1,657,695	1,765,174	1,894,510

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	42,925	43,245	43,700	44,600	57,050	55,709
Transfers from Government of Canada	226,142	243,626	212,065	242,313	260,813	285,387
Investment Income	3,209	5,131	4,200	6,000	8,000	9,800
Premiums, Fees and Licences	2,871	3,044	3,491	3,479	3,461	3,473
Other Revenue	1,326	26	26	2,326	2,526	2,526
MINISTRY REVENUE	276,473	295,072	263,482	298,718	331,850	356,895
EXPENSE						
Program						
Assistance to Post-Secondary Institutions	1,143,823	1,222,179	1,227,568	1,354,218	1,484,442	1,610,297
Access to the Future Fund	-	-	-	-	11,250	11,464
Post-Secondary Institutions - Operations and Maintenance	29,914	-	-	-	-	-
One-time Tuition Fee Support	-	-	-	43,000	-	-
Support to Post-Secondary Learners	98,653	105,850	111,705	117,555	124,800	123,400
Provision for Future Cost of Student Loans Issued	49,418	59,800	44,800	40,500	44,300	48,900
Provision for Future Cost of Student Loans Issued (One-time)	(35,000)	-	-	-	-	-
Alberta Centennial Education Savings Plan	-	4,300	4,300	19,500	19,500	19,500
Apprenticeship Delivery	16,206	17,992	21,371	23,667	20,950	20,950
Ministry Support Services	11,198	16,133	19,618	22,357	22,922	22,930
Program Delivery Support	29,505	31,716	31,943	36,898	37,010	37,069
MINISTRY EXPENSE	1,343,717	1,457,970	1,461,305	1,657,695	1,765,174	1,894,510
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(1,067,244)	(1,162,898)	(1,197,823)	(1,358,977)	(1,433,324)	(1,537,615)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	276,473	295,072	263,482	298,718	331,850	356,895
Inter-ministry consolidation adjustments	(42,925)	(43,245)	(43,700)	(44,600)	(57,050)	(55,709)
Consolidated Revenue	233,548	251,827	219,782	254,118	274,800	301,186
Ministry Program Expense	1,343,717	1,457,970	1,461,305	1,657,695	1,765,174	1,894,510
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**1,343,717**	**1,457,970**	**1,461,305**	**1,657,695**	**1,765,174**	**1,894,510**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(1,110,169)	(1,206,143)	(1,241,523)	(1,403,577)	(1,490,374)	(1,593,324)

Agriculture, Food and Rural Development

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Doug Horner

Doug Horner, *Minister of Agriculture, Food and Rural Development*
March 23, 2005

THE MINISTRY

The Ministry is comprised of the Department of Agriculture, Food and Rural Development and Agriculture Financial Services Corporation (AFSC). The Ministry is also responsible for the Office of the Farmers' Advocate; Irrigation Council; Agricultural Products Marketing Council; and Alberta Grain Commission.

VISION

Prosperous, sustainable Alberta farms, processors, agricultural businesses and rural communities.

MISSION

To enable the growth of a globally competitive, sustainable agriculture and food industry through essential policy, legislation, information and services.

CORE BUSINESSES

Core Business 1: Facilitate Sustainable Industry Growth
Goal 1 - Sustainable growth of the agriculture and food industry
Goal 2 - Continued excellence in food safety
Core Business 2: Enhance Rural Sustainability
Goal 3 - Improved environmental stewardship
Goal 4 - Strengthened rural communities
Core Business 3: Strengthen Business Risk Management
Goal 5 - Effective risk management decisions by agricultural business managers
Goal 6 - Effective support programs for industry stability

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry contributes to three of the government's four key opportunities: Unleashing Innovation, Competing in a Global Marketplace and Making Alberta the Best Place to Live, Work and Visit.

The Ministry contributes directly and indirectly to many of the Government's medium-term strategies, including: the Rural Development Strategy, the Agriculture Growth Strategy, the Life Sciences Strategy, the Alberta in a Strong Canada Initiative, the Climate Change Strategy, the Land Use Framework and Water for Life: Alberta's Strategy for Sustainability.

The work of the Ministry also has a direct and indirect impact on 8 of 14 Government of Alberta business plan goals. They are goals 1, 3, 4, 8, 9, 10, 11 and 12. The Ministry's major contributions are to Goal 1: Alberta will have a diversified and prosperous economy and Goal 8: Alberta will have a financially stable, open and accountable government.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry will continue to partner with industry and other governments as we support the industry in its recovery from the longer-term impacts of Bovine Spongiform Encephalopathy (BSE) and successive years of drought. The erosion of equity resulting from these events, particularly in the feedlot sector, increases the need for innovative long-term solutions to mitigate these types of risk. These events, combined with the opportunity to grow the value-added industry, will continue to result in revisions to Ministry programming in 2005 and in future years, ensuring the industry is poised to grow and diversify beyond its pre-BSE strength.

The Agricultural Policy Framework continues to impact the strategic direction in this plan. The objectives of the five chapters of the Agricultural Policy Framework are linked to the goals in this plan. Economic downturns will make it more difficult for the industry to allocate resources for the implementation of new environmental sustainability processes.

Opportunities to appropriately align Alberta's policies and processes with national and international developments and opportunities, such as food policies, environmental goods and services, and biowaste management will need to be explored.

Strategies for rural development, growth, and research and development are at various stages of development and implementation. These initiatives will continue to impact the future direction of the Ministry and its programming in 2005-06 and beyond.

Current conditions in the agriculture and food industry clearly demonstrate the susceptibility to inherent risks such as poor weather, declines in global commodity prices and exchange rates, and changes in the overall economy. While the Ministry's strategic direction is outlined, it is acknowledged that from year to year, changes must be made to accommodate specific developments. Monitoring of world trade issues, including food policy challenges and the associated impacts on legislative and regulatory frameworks will require ongoing management.

The Institute of Food and Agricultural Sciences, Alberta is the result of a Memorandum of Understanding among the Alberta Research Council, the University of Alberta and the Ministry. The Institute of Food and Agricultural Sciences, Alberta will enable internationally recognized, multidisciplinary research programs, which have critical mass, to be built. The Memorandum of Understanding will also help strengthen Alberta's applied research and technology commercialization capacity.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **The Rural Development Strategy** Linkage: Goal 4	The Rural Development Strategy has been approved for implementation. Future direction from government and ongoing consultation with stakeholders will determine how the Ministry will continue to work in partnership with other ministries, rural communities and other jurisdictions and governments to implement this strategy.
2. **The Agriculture Growth Strategy** Linkage: Goals 1 and 4	The industry opportunity to sustainably grow primary agricultural production to $10 billion and value-added industry to $20 billion by 2010 will be achieved through the implementation of the growth strategy by industry. The Ministry will need to work in partnership with industry to clearly articulate outcomes in both qualitative and quantitative terms, including the development of appropriate levels of slaughter capacity, to facilitate achievement. This target will require ongoing monitoring and will impact Ministry programming in 2005 and beyond.
3. **The Research and Innovation Strategic Framework** Linkage: Goals 1, 2, 3 and 4	Longer-term achievement of the Ministry's vision and mission will be dependent on industry's ability to support strategically targeted research in the agriculture and food industry. The Ministry will focus its efforts on the implementation of the Research Strategy in partnership with industry and Alberta Innovation and Science.
4. **Animal Health and Food Safety Surveillance** Linkage: Goals 1 and 2	The Ministry and the province's cattle industry are committed to reaching and surpassing BSE surveillance targets to help maintain Canada's status as a minimal risk country. The Ministry will continue to work with Alberta's value-chains to ensure appropriate levels of testing are conducted.

5. **Six-point Recovery Strategy**

Linkage:
Goals 1, 2, and 6

The Ministry's Six-point Recovery Strategy will require continued commitment from the Ministry in assisting the beef industry in its recovery from the impacts of BSE. The six elements of the strategy include increasing slaughter capacity, new product development, set-aside programs, surveillance, the Canadian Agricultural Income Stabilization Program and research initiatives.

6. **Water for Life: Alberta's Strategy for Sustainability**

Linkage:
Goals 1, 3, 4, 5, and 6

Water for Life: Alberta's Strategy for Sustainability is a comprehensive, 10-year strategy for water and watershed management in the province. Implementing Water for Life: Alberta's Strategy for Sustainability is a key strategic priority of the 2005-08 business plan. Agriculture, Food and Rural Development, along with a number of other ministries, is working collaboratively to ensure the outcomes of the strategy – safe, secure drinking water; healthy aquatic ecosystems; and reliable, quality water supplies for a sustainable economy – are achieved.

7. **Corporate Initiatives**

Linkage:
All Goals

The strategic direction of the Ministry is supported by a number of service functions. These areas (including Finance, Human Resources, Information Technology, Knowledge Management, Project Support, Communications, Agriculture Information and Business Planning) cross the six goals, and are integral to the efficient and effective delivery of Ministry programming. Key client delivery initiatives, such as the Alberta Ag-Info Call Centre and Ropin' the Web, help to ensure our clients have access to professionally prepared and presented information.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Facilitate Sustainable Industry Growth

GOAL ONE

Sustainable growth of the agriculture and food industry

What it means

This goal recognizes that industry growth is the outcome of long-term profitability arising from a competitive agriculture and food industry focused on market opportunities. The Ministry contributes to this goal by encouraging new and diversified product development and investment (primary and value-added food and non-food products) and facilitating long-term sustainable growth in established sectors.

It is the role of the Ministry to work to enhance market access for agriculture and food industry products and to improve agriculture and food industry business services. These services include access to capital, business and entrepreneurial development, and enhanced infrastructure.

To achieve this goal, the Ministry will incorporate the objectives of Alberta's Agriculture Growth Strategy, the Research and Innovation Strategic Framework and the Rural Development Strategy (Economic Development and Innovation Initiative) into the appropriate division operating plans.

Strategies

1.1 Develop new products, processes and services that respond to new value-added market opportunities and enhance diversity.

1.2 Facilitate capital investment in the agriculture and food industry through opportunity identification, evaluation and lending products.

1.3 Advocate policies/programs and develop networks that facilitate market access, human resource development and industry competitiveness.

1.4 Develop and administer essential policy, legislation and regulations.

1.5 Deliver targeted research, technology, information and services to enhance competitiveness and market access.

1.6 Work with partners to ensure that appropriate physical infrastructure is in place.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Number of value-added products developed and successfully introduced to market with assistance from the Ministry.	148	120	120	140
1.b Research and Development investment by collaborators leveraged through Ministry resources.	$6.3 million	$7.0 million	$8.5 million	$10 million
1.c Investment supported by AFSC lending services.*	$218.3 million	$213 million	$221 million	$226 million

* Total investment in rural business and total amount of farm loans

GOAL TWO 2

Continued excellence in food safety

What it means This goal recognizes that a reputation for excellence in food safety is essential to maintain consumer confidence and expand markets, both domestic and international.

The Ministry contributes to this goal by promoting implementation of food safety systems in the production of food. This is achieved through essential food safety legislation, regulations and policy, and through surveillance systems that support consumer confidence and market access. These initiatives support the development of a national approach to food safety as identified in the Agricultural Policy Framework.

Strategies

2.1 Facilitate adoption of internationally accepted food safety systems and standards in production and processing of Alberta food.

2.2 Develop, implement and maintain a surveillance system that validates and identifies opportunities for enhancing the safety of Alberta's agriculture and food products.

2.3 Develop and administer essential policy, legislation and regulation, and facilitate emergency response.

2.4 Develop and transfer knowledge and technology in support of safe food production and processing.

2.5 Provide information, training and other programs that enhance food safety awareness and supports access to domestic and international markets.

2.6 Participate in national, provincial and industry food safety and traceability initiatives.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Number of surveillance programs that identify hazards in food production.	17	10	10	10
2.b Percent of Alberta production produced under on-farm food safety programs. *				
• chicken farms	0%	98%	98%	98%
• hog farms	0%	98%	98%	98%
• beef feedlots	0%	20%	40%	50%
2.c Percent of Alberta licensed food production facilities that have added a preventative system to their existing food safety system.				
• meat	0%	20%	20%	20%
• dairy	0%	70%	70%	70%

* On-Farm Food Safety programs are a new mechanism for ensuring an optimum level of safety of products produced on farms. Provincial commodity groups are providing training and resource material to producers. Alberta producers are implementing nationally, technically reviewed, On-Farm Food Safety programs. This measure reflects the level of voluntary implementation in Alberta.

Core Business Two: Enhance Rural Sustainability

GOAL THREE

Improved environmental stewardship

What it means

This goal recognizes it is the role of the Ministry to assist the agriculture and food industry to maintain or improve Alberta's air, water and soil for the well being of current and future generations. The Ministry contributes to this goal through essential policy, legislation, information and services related to soil conservation, water quality, air quality, climate change and biodiversity.

To achieve this goal the Ministry will incorporate the objectives of the Environment Chapter of the Agricultural Policy Framework, Water for Life: Alberta's Strategy for Sustainability, the Agriculture Growth Strategy, the Rural Development Strategy and the agricultural components of the provincial Climate Change Strategy into appropriate division operating plans.

Strategies

3.1 Support and conduct applied/adaptive research and evaluations to develop economically sound, environmentally friendly beneficial management practices for relevant areas of crop and livestock production and agricultural processing.

3.2 Transfer integrated technology and knowledge to assist the industry in becoming more environmentally sustainable, including provision of support for adoption of environmental farm plans.

3.3 In consultation with the industry and other involved ministries, provide guidelines, standards, regulations and legislation for environmental performance requirements to sustain the quality of Alberta's soil, water and air.

3.4 Monitor the effect of the agricultural production and processing industry on soil and water quality.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of producer survey respondents who have adopted improved environmentally sustainable agriculture practices (formal evaluation every three years; next survey to be completed in 2006-07).	53%	53%*	53%*	58%
3.b Number of producers provided with specific training and technical support to enable development of environmental farm plans.	1,000	1,500	2,000	2,500

* These targets are lower than previously projected and are a reflection of current economic conditions in the agricultural industry, as indicated in the 2003-04 survey results.

GOAL FOUR

Strengthened rural communities

What it means

This goal recognizes that vibrant and sustainable rural communities are one component of a prosperous province. The Ministry contributes to this goal by working to strengthen rural communities through facilitating leadership development, business development and infrastructure development.

The Ministry has a lead role in coordinating rural development initiatives, under the Economic Development and Innovation Initiative. Implementing the Rural Development Strategy will facilitate cooperative efforts to ensure a balanced emphasis on social, economic and environmental priorities by all stakeholders in support of community prosperity.

Strategies*

4.1 Provide leadership development for youth and adults actively engaged in agriculture and community organizations.

4.2 Facilitate the development of sustainable communities, organizations and agricultural and rural businesses that are networked, flexible, adaptable and manage change proactively and positively.

4.3 Coordinate a cross-ministry approach to rural development.

* Many of the strategies included under other goals also contribute to "Strengthened Rural Communities."

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Number of rural* businesses assisted by AFSC lending services.	293	320	330	340
4.b Total investment leveraged in rural* businesses facilitated through AFSC lending services**.	$77.5 mil	$80.0 mil***	$82.0 mil***	$84.0 mil***
4.c Percentage of Ministry supported, agricultural-related community activities that focus on leadership development.	27%	27%	29%	30%
4.d Percentage of rural youth and adults participating in Ministry supported programs that report effective learning from those programs.	91.5%	90%	90%	90%

* Rural means communities outside Edmonton, Calgary.

** The figures presented in the targets represent all investment in rural businesses, including AFSC direct assistance, alliance partnership lending (i.e. Farm Credit Corporation), borrower investment and other sources.

*** These targets are lower than previously projected and are a reflection of current economic conditions in the agricultural industry.

Core Business Three: Strengthen Business Risk Management

GOAL FIVE 5

Effective risk management decisions by agricultural business managers

What it means This goal recognizes the business risk associated with production affected by weather extremes, disease epidemics and unforeseen global market influences. Cooperative efforts by service providers will target business management training and information dissemination, allowing managers to adopt the most economical and effective management practices to sustain their business. "Agri-business manager" is an inclusive term indicating the range of industry people, from primary to value-added, using risk management tools in decision-making. This goal is manager-driven. The manager makes the decisions, not government on behalf of the manager.

Strategies

5.1 Determine risk management information needs of business managers in the primary and value-added sectors.

5.2 Collect, develop and distribute data and information to support business risk management decisions in the primary and value-added sectors.

5.3 Facilitate development and use of analytical tools to proactively identify, measure and manage business risk in the primary and value-added sectors.

5.4 In collaboration with the private sector, provide information and training on business risk management tools and strategies in the primary and value-added sectors.

Performance Measure	Last Actual (2002)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Percentage of managers surveyed, indicating the use of risk management tools for improved decision-making.	18%	25%	35%	50%

GOAL SIX

Effective support programs for industry stability

What it means

This goal recognizes the need for proactive financial risk management programming and disaster support in the absence of effective private sector tools when natural and market events occur that are beyond agri-business managers' control. Industry stability is desirable from a Ministry perspective as it helps agri-businesses recover from disaster events and facilitates overall industry growth. The Ministry contributes to this goal by effectively delivering appropriate programs such as the Canadian Agricultural Income Stabilization Program, all risk production insurance and disaster recovery initiatives.

Strategies

6.1 Ensure production risk and income stabilization programs are designed and delivered effectively and efficiently through the Agricultural Policy Framework Agreement.

6.2 Develop and deliver specific programs for industry to adapt to changing conditions.

6.3 Develop programs, where appropriate, that respond to significant events that impact business sustainability.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Percent of eligible seeded acres for major crop categories insured under Production Insurance.				
• Annual Crops	65%	60%	60%	60%
• Perennial Crops	3%	40%	45%	50%
6.b Percent of Alberta farm cash receipts represented by Alberta participants in the Canadian Agricultural Income Stabilization Program.	87%	87%	88%	90%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Facilitate Sustainable Industry Growth	239,320	212,021	298,520	223,416	227,713	228,544
Enhance Rural Sustainability	39,305	41,994	44,288	51,895	51,882	51,882
Strengthen Business Risk Management	1,268,538	707,201	1,102,808	929,011	791,228	790,734
MINISTRY EXPENSE	1,547,163	961,216	1,445,616	1,204,322	1,070,823	1,071,160

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	16,620	16,620	16,620	22,220	22,220	22,220
Transfers from Government of Canada	560,814	286,298	494,261	354,630	312,338	311,543
Investment Income	86,394	84,520	82,323	86,434	88,277	89,676
Premiums, Fees and Licences	147,132	154,539	135,500	158,521	160,981	161,061
Other Revenue	16,628	7,312	15,002	10,432	10,554	9,742
MINISTRY REVENUE	827,588	549,289	743,706	632,237	594,370	594,242
EXPENSE						
Program						
Farm Income Support	919,319	253,817	815,118	501,124	362,888	362,918
Lending	33,320	33,540	32,251	33,179	33,124	33,337
Insurance	343,096	447,130	277,392	418,004	418,401	417,877
Planning and Competitiveness	40,709	39,230	42,037	46,241	46,426	46,426
Industry Development	85,762	49,404	139,168	48,928	48,978	48,128
Sustainable Agriculture	36,037	38,894	49,911	55,587	55,507	55,507
Infrastructure Assistance	16,732	24,000	23,995	27,000	29,000	29,000
Ministry Support Services	18,371	18,430	18,415	18,553	18,473	18,473
Valuation Adjustments and Other Provisions	6,605	4,144	187	2,427	2,171	2,032
Program Expense	1,499,951	908,589	1,398,474	1,151,043	1,014,968	1,013,698
Debt Servicing Costs						
Agriculture Financial Services Corporation	47,212	52,627	47,142	53,279	55,855	57,462
MINISTRY EXPENSE	1,547,163	961,216	1,445,616	1,204,322	1,070,823	1,071,160
Gain (Loss) on Disposal of Capital Assets	(12)	-	-	-	-	-
NET OPERATING RESULT	(719,587)	(411,927)	(701,910)	(572,085)	(476,453)	(476,918)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	827,588	549,289	743,706	632,237	594,370	594,242
Inter-ministry consolidation adjustments	(17,211)	(16,620)	(16,620)	(22,220)	(22,220)	(22,220)
Consolidated Revenue	810,377	532,669	727,086	610,017	572,150	572,022
Ministry Program Expense	1,499,951	908,589	1,398,474	1,151,043	1,014,968	1,013,698
Inter-ministry consolidation adjustments	(591)	-	-	-	-	-
Consolidated Program Expense	**1,499,360**	**908,589**	**1,398,474**	**1,151,043**	**1,014,968**	**1,013,698**
Ministry Debt Servicing Costs	47,212	52,627	47,142	53,279	55,855	57,462
Consolidated Expense	1,546,572	961,216	1,445,616	1,204,322	1,070,823	1,071,160
Gain (Loss) on Disposal of Capital Assets	(12)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(736,207)	(428,547)	(718,530)	(594,305)	(498,673)	(499,138)

Children's Services

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Forsyth

Heather Forsyth, *Minister of Children's Services*
March 24, 2005

THE MINISTRY

The Ministry Business Plan for 2005-08 comprises the following organizations:

- *Child and Family Services Authorities* – help determine Ministry-wide priorities and directions, deliver Ministry programs and services, and meet the local priorities and needs of children, families, and communities.
- *Youth Secretariat* – advises the Minister on key issues facing youth and ways to address those issues.
- *Child and Youth Advocate* – represents the rights, interests and viewpoints of children and youth receiving child intervention or family enhancement services or who are being helped under the protection of *Children Involved in Prostitution Act*.
- *Social Care Facilities Review Committee* – a citizen panel with a legislated mandate to monitor provincially funded social care facilities, and investigate complaints to ensure the best possible care.

- *Delegated First Nations Agencies* – delivery of provincial child intervention programs and services to families of member First Nations, through formal delegation agreements established with the Ministry.
- *Department of Children's Services* – provides leadership to: (a) establish policies that promote the well-being of children, youth and families, (b) support the delivery of quality services focused on improving outcomes for children, youth and families, (c) promote greater capacity for community services that support children in reaching their potential, and (d) design business strategies that help the Ministry achieve its vision.
- *Appeals Secretariat* – A citizen appeal panel established in legislation to hear appeals of decisions under the *Child, Youth and Family Enhancement Act* and the *Family Supports for Children with Disabilities Act*.

The business plan also recognizes the critical role of our partners in delivery of provincial programs and services. At the local municipal level, the Ministry invests in Family and Community Support Services to strengthen the capacity and self-reliance of communities to plan and deliver services to meet the needs of children, youth and families. The Ministry's entities also enter into a range of contracts and agreements with agencies, Delegated First Nations Agencies and Aboriginal organizations to provide services at the community level. Other Government of Alberta Ministries, as well as municipal/provincial/territorial/federal governments are strategic partners.

VISION

Strong children, youth, families and communities

MISSION

Working together to enhance the ability of families and communities to develop nurturing and safe environments for children, youth and families.

CORE BUSINESSES

Core Business 1:	**Promoting the development and well-being of children, youth and families**
Goal 1	Children and youth will have a healthy start in life and the supports they need to reach their potential
Core Business 2:	**Keeping children, youth and families safe and protected**
Goal 2	Families will be safe, healthy and able to promote children's development
Goal 3	Children in need will be protected and supported by permanent, nurturing relationships
Core Business 3:	**Promoting healthy communities for children, youth and families**
Goal 4	The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted, supported and comparable to that of other Albertans
Goal 5	Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

Better Outcomes for Children and Youth Realized through Stronger Families and Communities

THE ALBERTA RESPONSE

Prevention **Preservation and Protection** **Partnerships**

CORE BUSINESSES:

Promoting the development and well-being of children, youth and families.

Keeping children, youth and families safe and protected.

Promoting healthy communities for children, youth and families.

KEY PROGRAM AREAS:

Preventative supports for all children, youth and families

- Prevention of Family Violence and Bullying
- Parenting Resources
- Early Intervention
- Child Care
- Youth In Transition
- Family Support for Children with Disabilities
- Fetal Alcohol Spectrum Disorder
- Family and Community Support Services

Preserving families at risk
Protecting children and youth in need

- Protecting Children and Youth from Sexual Exploitation
- Child Intervention Services
- Family Enhancement
- Supports for Victims of Family Violence
- Advocacy on behalf of Children and Youth

Building resources for community-based service delivery

- Community Capacity Building
- Child and Family Research Support
- Alberta's Promise
- Alberta Children and Youth Initiative
- Aboriginal Policy Initiative
- Health Innovation and Wellness Initiative
- Leading in Learning and Skilled Workforce Initiative
- Economic Development and Innovation Initiative

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Investments in children, youth and families are the foundation to realizing Alberta's vision – *a vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children.* Services to Alberta's children are not only an important service to those in need; they are an investment in the human potential of the province. Children's Service's core businesses and goals are aligned with and support a number of government goals and priorities and play a key role in Goal 4, *Alberta's children and youth will be supported in reaching their potential.* Children's Services is a champion of the Alberta Children and Youth Initiative, a co-champion of the Aboriginal Policy Initiative and the Leading in Learning and Skilled Workforce Initiative; a partnering Ministry of the Health Innovation and Wellness Initiative; and a contributor to the Economic Development and Innovation Initiative. Children's Services is also leading the Strategy for Prevention of Family Violence and Bullying medium-term strategy and participating on other medium-term strategies, including the Rural Development Strategy. The Ministry is committed to achieving the Government of Alberta Strategic Business Plan by supporting Opportunity 4 – Making Alberta the Best Place to Live, Work and Visit, as well as Opportunity 2 – Leading in Learning. The Ministry works to achieve its vision through joint initiatives with community partners and through its participation in cross-ministry initiatives. Children's Services strategic directions supporting the government's business plan are: **prevention** – a healthy start and supports for children to learn, grow and succeed; **preservation** – a safe nurturing family environment for children; **protection** – a safety net to protect vulnerable children in need; **partnerships** – a community to help families raise their children.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The following opportunities and challenges are key drivers that could impact the Ministry's ability to achieve its goals. Children's Services considers these drivers when developing initiatives and strategies to support the development of strong children, youth and families.

Demographics

- Alberta has the youngest population in Canada
- Increases in provincial population
- Because of the strong economy, families are moving to Alberta
- Most families are living in or are moving to urban areas
- While Alberta's population is growing, the population growth rate is slowing

Aboriginal Albertans

- High population growth. The birth rate for the Aboriginal population is 1.5 times the birth rate for non-Aboriginal population, and the Aboriginal population is much younger than the general population
- High representation in the Ministry's child intervention case load
- Aboriginal children at risk are more likely to be placed in "out of home" care than non-Aboriginal children
- Opportunities to partner with First Nations, Metis Settlements and organizations to provide child intervention services

Children with Disabilities

- New and more effective treatments available for children with disabilities
- Treatments or therapies can become very costly, posing a challenge to predicting resources needed
- Better understanding and diagnosis of Fetal Alcohol Spectrum Disorder
- Increased demand for resources as a result of more children being diagnosed with disabilities, partly due to advances in the ability to diagnose and increased public awareness
- More research is needed to determine the long-term outcomes of different intervention strategies for children and youth with disabilities and to improve the matching of intervention strategies to the child, youth and family strengths, needs and aspirations

Community Issues

- Family violence trends and incidence rates result in more demand for spaces in women's shelters
- Increased community capacity to respond to the needs of victims of family violence and bullying
- Opportunity to respond to issues identified in recent public consultations on family violence
- Family structures are changing
- Alberta divorce rate is one of highest in Canada, resulting in increasing numbers of lone parent families
- Urban versus rural challenges, including access to services

Partnerships

- Partnering with other levels of government and agencies to meet the needs of children, youth and families
- Partnering with Aboriginal organizations to provide culturally-appropriate programs and services with the Aboriginal community

Changing Legislation

- Implementing two new pieces of legislation – *Family Support for Children with Disabilities Act* and the *Family, Child and Youth Enhancement Act*
- Many resources going into implementing these new Acts, which may limit the Ministry's and partnering agency's ability to take on new initiatives. There is a need to allow time for stabilization
- The *Social Care Facilities Licensing Act* is under review. The review is in the preliminary stages (research) and is intended to culminate in new legislation in Spring 2006
- A new Child Care Regulation, under the *Social Care Facilities Licensing Act*, was introduced on August 1, 2004 that replaces the former Day Care Regulation

Child Intervention Services

- While there is a downward trend in the number of child intervention services cases, there is an increase in the proportion (and number) of children who require the highest and most resource-intensive level of intervention and treatment

Youth at Risk

- Build capacity to provide supports to youth at risk of sexual exploitation
- Reduce barriers to successful transitioning to independence and adulthood
- Pursue development of strategies with other Ministries to reduce potential for youth to be at risk (e.g., drugs) and need for government intervention

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Prevention of Family Violence and Bullying** Linkage: Goals 1, 2, 3, 4 and 5	Children's Services will implement the Government approved recommendations from the Strategy for the Prevention of Family Violence and Bullying Action Plan. A new provincial response to family violence and bullying will be developed with strengthened community-based, comprehensive services and supports for children and other family members who witness or are victims of family violence. This will be achieved through sustained and secure funding which will cover both prevention and protection. Prevention of family violence and bullying is everybody's business. Alberta will be hosting the 2005 World Conference on Family Violence.
2. **Parenting Resources** Linkage: Goals 1, 2, 3, 4 and 5	Children's Services will work towards all children having a healthy start and being ready to learn. The Parent Link centre framework will be implemented on a phased-in basis, building on what already exists. An accreditation system for Alberta childcare centres, family day home agencies, and Parent Link centres will focus on assurances that appropriate child development environments will be implemented.
3. **Family Support for Children with Disabilities** Linkage: Goals 1, 2, 3, 4 and 5	Children's Services will continue to operationalize the new *Family Support for Children with Disabilities Act* to provide appropriate resources to help families meet the needs of and promote the abilities of children and youth with disabilities, helping them to achieve their potential.
4. **Redefined directions in child and youth intervention and development** Linkage: Goals 1, 2, 3, 4 and 5	Children's Services will ensure that all children in need reside in permanent nurturing homes, with the new *Child, Youth and Family Enhancement Act* operationalized over the 2004-06 timeframe. Also, more targeted case management strategies for the regional delivery system will be developed and implemented in order to produce better outcomes for children. Children's Services will work with partners to pursue the legal interests and representation for children involved in contentious access and custody challenges, for children who are harmed while in care, and for children in instances where legal representation is appointed by the court in child intervention matters.

5. **Partnerships**

Linkage:
Goals 1, 2, 3, 4 and 5

Children's Services will develop strategic partnerships with provincial and regional agencies to promote strong children, youth, families and communities; and champion the best interests of children, youth and families through cross-ministry initiatives, particularly the Alberta Children and Youth Initiative, Aboriginal Policy Initiative, Health Innovation and Wellness Initiative and the Leading in Learning and Skilled Workforce Initiative.

Within the Economic Development and Innovation Initiative, Children's Services will act on Rural Development Strategy recommendations supporting rural communities and their children, youth and families in areas such as child care and youth in transition and will build community capacity for shared planning and delivery of services contributing to a continuum of child, youth and family needs through community engagement.

Children's Services will develop and advance strategies to position federal initiatives to meet the needs of children within an Alberta context, supports for early learning and child care, and will partner with other governments on intergovernmental initiatives including the unique Alberta – British Columbia Memorandum of Understanding.

Children's Services will, in collaboration with other ministries, work to develop and advance strategies concerning the recognition, detection and prevention of sexual exploitation of children and youth within Alberta and other jurisdictions.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Promoting the development and well-being of children, youth and families

GOAL ONE

Children and youth will have a healthy start in life and the supports they need to reach their potential

What it means

The Ministry supports parents in giving children a healthy start in life and providing them with the foundations to learn, grow and succeed. While parents have the primary responsibility for raising their children, governments, communities, organizations, schools and businesses all have supporting roles to play in meeting the needs of children and youth. In doing so, the Ministry together with partners recognize the importance that must be placed on the first six years of a child's experience because this sets the tone for life-long development, and how children will learn and cope as adults. **Expected outcomes:** Children and youth are physically, emotionally, socially, intellectually and spiritually healthy. Children and youth meet individual developmental milestones.

Strategies

1.1 Lead the implementation of the Strategy for the Prevention of Family Violence and Bullying cross-ministry action plan including the development of enabling legislation, funding and organizational structure.

1.2 Develop cross-ministry, culturally-sensitive, community-based parent resources that assist parents with acquiring information and skills to give children the best possible start in life, and the supports to learn, grow and succeed.

1.3 Strengthen and integrate early childhood development services, child development screening, parent education and family supports through the Parent Link centre initiative.

1.4 Continue cross-ministry implementation of the Policy Framework for Children and Youth with Special and Complex Needs, in collaboration with other initiatives including improving coordination and access to services and supports for youth with disabilities. Enhancing cross-sector system capacity to respond to the needs of children and youth with special and complex needs, (e.g., Family Support for Children with Disabilities legislation).

1.5 Implement child care standards and investigate options that strengthen the ability of families in all communities to care for their children, support children in meeting developmental milestones, and balance home and work responsibilities.

1.6 Continue cross-ministry work to support youth in transition in order to better address the needs of youth and help them as they transition to adulthood, including obtaining further learning, employment and mentors where needed.

1.7 Promote and improve access to the Ministry's bursary program to help increase the educational attainment of children and youth in care, to support vocational and educational pursuits and contribute to the supports they need for a successful transition to adulthood.

1.8 Work through the cross-ministry committee and community partners to improve the services aimed at preventing Fetal Alcohol Spectrum Disorder by reducing substance abuse through increased awareness targeted at high-risk mothers, and to address the needs of children, youth and families affected.

1.9 Work with municipalities to strengthen community-based services for children, youth and families through the Family and Community Support Services program.

1.10 Develop flexible childcare options for families in rural communities to better meet parent's childcare needs.

1.11 Promote the development and provide support to Youth Networks, which participate in community engagement and in the design, delivery and assessment services for children, youth and their families.

1.12 Develop strategies and services to support youth and children receiving protective services to reach the same educational milestones as children and youth who are not in need of protective services.

1.13 Continue to implement the new *Family Support for Children with Disabilities Act* and policies to focus resources for children with disabilities on early intervention and family supports, and better co-ordinate services among partners so that families obtain the supports they need for their children and youth.

1.14 Develop strategies to ensure that families of children with disabilities are provided information about supports and services available to them and their children.

1.15 Support child care programs in working towards and achieving accreditation standards of high quality.

1.16 Increase the level of data available from local programs (Canadian Outcomes and Research Institute) through Family and Community Support Services, in order to set benchmarks and establish a performance measure for subsequent Ministry business plans.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of expenditures in the children/youth project and service category of Family and Community Support Services.	29% (2003-04)	29%	29%	29%
1.b Percentage of licensed day care centers and contracted family day home agencies that are accredited.	n/a*	20%	40%	50%

Notes:

1.a Alberta's children and youth, aged 0-19, account for 28% (840,000), of Alberta's population. The Ministry and local governments jointly fund preventive social services for Albertans through Family and Community Support Services. This measure provides an indicator of the commitment to promote the well being of children, youth and families through Family and Community Support Services.
Source: Annual Family and Community Support Services Program Reports

1.b Accreditation standards of excellence promote each child's early growth and development, improving outcomes for children, families, staff and community. Accreditation is voluntary.
* Accreditation was not fully implemented in 2003-04.
Source: Child Care Information System (CCIS)

Core Business Two: Keeping children, youth and families safe and protected

GOAL TWO 2

Families will be safe, healthy and able to promote children's development

What it means

Healthy families are the best and most secure means for raising children. Therefore, the Ministry works with all its partners to promote community-based resources that help preserve and support families in overcoming at-risk circumstances to ensure that children reside in permanent, nurturing homes. **Expected Outcomes**: Children, youth and families overcome at-risk circumstances. Children, youth and families are safe, healthy, resilient and self-reliant.

Strategies

2.1 Implement a coordinated Provincial Response to Family Violence and Bullying with strengthened culturally-sensitive, community-based services, resources and supports for children and other family members who witness or are victims of family violence and bullying. Improve the availability and access to women's shelters.

2.2 Work with other ministries and community partners to develop a seamless continuum of supports to help preserve families and their ability to nurture their children's well-being and development.

2.3 Building on the work of the Alberta Response Model, continue implementing, assessing and refining strategies and responses to improve community-based early intervention capacity to assist families overcome at-risk circumstances and care for their own children.

2.4 Develop Ministry guidelines and cross-ministry resources in collaboration with other ministries and government agencies to improve the supports provided for children, youth and families who are experiencing serious substance abuse.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Percentage of adults staying at government-funded women's emergency shelters who report that they are better able to keep themselves and the children under their care safer from abuse.	95% (2003-04)	95%	95%	95%
2.b Percentage of families accessing Ministry programs that indicate positive impacts for their children. Ministry programs surveyed are:				
Family Support for Children with Disabilities	88.3%	n/a*	5%over last actual for each program	n/a*
Foster Care	79.0%			
Adoption	86.1%			
Childcare Subsidy	94.0% (2002-03)			

Notes:

2.a Women's emergency shelter services are crucial elements in the prevention of family violence. This measure is about effectiveness of government-funded women's emergency shelter services to support women having taken short-term (21-day) refuge from family violence in their efforts to reduce future risks of abuse.
Source: Women's Emergency Shelter Outcomes Exit Survey

2.b One key outcome indicator for how programs and services are performing involves feedback from the users of those programs and services that contribute to the healthy development of children and youth. This measure involves client surveys of key Ministry programs where clients can provide feedback on their satisfaction with services received and their perception of the program's impact on their family.
*Surveys done every two years.
Source: Multiple client surveys

GOAL THREE

Children in need will be protected and supported by permanent, nurturing relationships

What it means

Every child deserves a home where they are safe and nurtured. The Ministry intervenes to protect children from abuse and neglect, and ensure that children are reunited with their families as soon as possible whenever appropriate, or are placed in other nurturing, permanent homes. **Expected Outcomes**: Children and youth in need are protected from further abuse and neglect. Children and youth in care are placed in secure and stable environments that allow for the development of life-long relationships and connection to family, culture and community.

Strategies

3.1 Continue to implement the new *Child, Youth and Family Enhancement Act* to improve the safety and well-being of children, involve families and children in decision-making, assure quality services to promote children's development, shorten the time children spend in government care, and unite children with their families or other permanent, nurturing homes.

3.2 Complete the recommendations of the Foster Care Review by focusing on the training needs for the children needing permanency. The training focus will be on the foster parents, kinship care providers, adoptive parents and those wishing to seek private guardianship. The new training will be consistently provided throughout the province by our Child and Family Services Authorities, Delegated First Nations Agencies and contracted agencies.

3.3 Increase the number of permanent placements for children coming into care through permanency planning and for those under Permanent Guardianship or Agreement through Supports for Permanency.

3.4 Continue to explore permanency planning options for Aboriginal families and youth.

3.5 Continue to develop and implement a quality assurance system to improve the quality, consistency, and accountability of child intervention services across the province and outcomes for children and families.

3.6 Continue to develop and maintain quality assurance mechanisms including the Children's Services Appeal Secretariat and the Social Care Facilities Review Committee.

3.7 Work with partners to develop processes to provide children with legal representation in contentious access and custody challenges, for children who are harmed while in care, and for children in instances where legal representation is appointed by the court in child intervention matters.

3.8 Re-focus preventive and treatment services for the protection of children and youth at risk of or involved in prostitution or other forms of sexual exploitation.

3.9 Undertake a review of the *Social Care Facilities Licensing Act* to promote quality of care in social care facilities.

3.10 Ensure that intentional and formal transition planning occurs for all youth in care to support their needs and ensure these plans are regularly reviewed.

3.11 Improve access to mentoring programs to help increase the educational attainment of children and youth in care, and ensure that service plans are in place to support the needs for a successful transition of youth to adulthood.

3.12 Further develop the role of the Child and Youth Advocate to ensure that children in the system are heard and their rights protected.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of children who suffer injury that results in hospitalization or death while receiving protective services.	0.2%* (2003-04)	0	0	0
3.b Percentage of children who experience at least one incident of child maltreatment within twelve months of a previously confirmed incident of child maltreatment.	19%* (2003-04)	10% less than 2004-05 actual	10% less than 2005-06 actual	10% less than 2006-07 actual

Notes:

3.a Protection from serious harm is a key priority for all protective services. This measure provides an indication of Children's Services' performance in keeping children in protective services safe from harm. Consideration is being given to revising or augmenting this measure in the 2006-09 Business Plan in order for the Ministry to report results reflective of Intervention Services resulting from new legislation.
* Based on 11 months of CWIS data, May 1, 2003 to March 31, 2004
Source: Child, Youth Information Module

3.b The ultimate goal of child intervention services is to prevent future maltreatment of children who receive these services. This measure is designed to assess the performance of the Ministry in its effort to reduce the recurrence of maltreatment.
* Baseline reestablished in 2004-05 due to changes in performance measure methodology.
Source: Child, Youth Information Module

The following measures have been committed to by the Ministry, but are not yet fully developed for reporting.

3.c Number of children in the permanent care of the Director who are adopted.

3.d Number of children, in the permanent care of the Director, for whom Private Guardianship Orders are granted.

Core Business Three: Promoting healthy communities for children, youth and families

GOAL FOUR

The well-being and self-reliance of Aboriginal children, youth, families and communities will be promoted, supported and comparable to that of other Albertans

What it means First Nations, Metis and other Aboriginal peoples have the desire, ability and commitment to improve outcomes for and the success of Alberta's children, families and communities. The Ministry works with First Nations, Metis and other Aboriginal peoples to build on the strengths of Aboriginal communities in developing the governance, accountability and service delivery capacity to promote the care of their children, youth, and families. **Expected Outcomes:** Aboriginal communities have the capacity to meet the needs of children, youth and families. There are a reduced number of Aboriginal children represented in the child intervention caseload. Aboriginal children, youth and families receive culturally-appropriate services.

Strategies

4.1 Continue to implement the Ministry's Aboriginal Policy Initiative strategies to address gaps and improve the quality of services designed to meet the needs of Aboriginal children, youth and families.

4.2 Strengthen the involvement of First Nations communities in planning for their children through First Nations Designates.

4.3 In collaboration with all the partners, review provincial policies and programs to ensure that they are working towards meeting the needs of First Nations, Metis and other Aboriginal communities.

4.4 Develop a province-wide suicide prevention awareness and education campaign targeting Aboriginal youth and implement strategies within Aboriginal communities to prevent and reduce the incidence of youth suicide.

4.5 Promote and improve access to the Ministry's bursary and mentoring programs to help increase the educational attainment of Aboriginal children and youth in care, to support vocational and educational pursuits and contribute to the supports they need for a successful transition to adulthood.

4.6 In collaboration with First Nations representatives, continue to strengthen the accountability framework for *Child, Youth and Family Enhancement Act* agreements that support First Nations communities in the governance, delivery and evaluation of child intervention and permanency planning services for Aboriginal children and youth.

4.7 Promote joint planning and action between the Ministry, the Metis Nation of Alberta Association and Metis Settlements General Council respecting equitable participation and involvement of Metis peoples in the programs, policies and standards that affect Metis children.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Percentage of Aboriginal children who suffer injury that results in hospitalization or death while receiving protective services.	0.2%* (2003-04)	0	0	0
4.b Percentage of Aboriginal children in foster care who are placed with Aboriginal families.	Baseline Established (2004-05)	= or higher than baseline	= or higher than baseline	= or higher than baseline

Notes:

4.a Protection from serious harm is a key priority for all protective services. This measure provides an indication of Alberta Children's Services' performance in keeping Aboriginal children safe from harm. Consideration is being given to revising or augementing this measure in the 2006-09 Business Plan in order for the Ministry to report results reflective of Intervention Services resulting from new legislation.

* Based on 11 months of CWIS data from May 1, 2003 to March 31, 2004

Source: Child, Youth Information Module

4.b When children and youth must be removed from their homes, efforts should be made to place them in families that are geographically, culturally appropriate and socially familiar and nurturing to the child. Focusing on Aboriginal children in foster care, this measure is an effort to show how the Ministry is performing in its efforts to achieve ethno-cultural placement matching thereby contributing to reconnecting Aboriginal children to their cultural roots and environment.

Source: Child, Youth Information Module

GOAL FIVE

Communities will have the capacity for shared planning and delivery of services that promote the well-being of children, youth and families

What it means Children must have safe places to learn, grow and thrive outside the home, and a strong connection to family and community. The Ministry works in partnership with Albertans to develop resources that make communities safe, healthy and self-reliant, and that build on the unique capacity of communities to deliver the right services for children, youth and families, in the right place, and at the right time.

Expected Outcomes: Alberta is recognized at the international, national and community levels for leadership in promoting strong children, families and communities. Communities are responsive to the needs, values and cultures of children and their families. Children, youth and families participate in decisions that affect them. Albertans are involved in addressing issues faced by children, youth and families.

Strategies

5.1 Champion the best interests of children and youth through cross-ministry initiatives, including the Alberta Children and Youth Initiative, Aboriginal Policy Initiative, Leading in Learning and Skilled Workforce Initiative and Health Innovation and Wellness Initiative.

5.2 Promote the capacity and accountability of Child and Family Services Authorities, Family and Community Support Services, and Aboriginal communities to design, integrate, deliver and assess services for children, youth and families, including support through the Community Partnership Enhancement initiative.

5.3 Develop and enhance the capacity of Child and Family Services Boards to effectively govern the regional authorities.

5.4 Work with partners to provide opportunities for adults to connect with vulnerable children and youth who would benefit from having the support of an adult.

5.5 Collaborate with the Alberta Centre for Child, Family and Community Research, community, ministry and university partners to promote policy-relevant research and best practices to improve outcomes for children, youth, families, and communities.

5.6 Facilitate opportunities for citizens to participate in public forums and discussions to advance the well-being of children, youth and families, including the Children's Forum and Youth Advisory Panel.

5.7 Provide leadership on international, national, and inter-provincial initiatives to promote the safety, well-being and development of children, youth and families including the 2005 World Conference on Family Violence.

5.8 Continue to celebrate and promote the success of Alberta's children and youth through an ongoing provincial recognition program.

5.9 Support the continuing operations of Alberta's Promise, a public-private partnership dedicated to finding new and better ways of working together to give children the opportunity to lead happy, healthy and successful lives.

5.10 Support community stakeholders to develop and enhance collaborative coordinated responses to family violence through the Community Incentive Fund.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Percentage of community stakeholders reporting an increase in the community's ability to meet the needs of children, youth and families.	62.5% (2002-03)	n/a*	70%	n/a*
5.b Percentage of children and youth who received family enhancement services and afterwards did not require protective services.	89.7% (2003-04)	New Baseline established**	Percentage increase	Percentage increase

Notes:

5.a Involvement of community stakeholders at the local level improves the delivery of services to children and better enables response to specific community needs. This measure involves a survey conducted with a comprehensive listing of community stakeholders provided by the Child and Family Services Authorities.
*Survey done every two years
Source: Community Partners Survey

5.b This measure is about the effectiveness of the family enhancement services – a child intervention delivery approach that engages families with community-based services to resolve issues before they escalate to a level that requires protective services. With the implementation of the new *Child, Youth and Family Enhancement Act*, the nature of delivering enhancement services is changing.
** A new baseline will need to be established in 2005-06.
Source: Child, Youth Information Module

Ministry-Wide Corporate Objectives

The Ministry-wide corporate objectives support goal achievement across all three core businesses. Service Quality and Community Strategies focus on policy and program development to support community-based program delivery and contribute to children and youth in reaching their potential. Strategy and Support Services provides support service to all areas of the Ministry in the matters of: planning, reporting, measurement, human resource and financial management, information management and technology and legal services. Children's Services corporate objectives are:

I. Strengthen business planning and results reporting, to support decision-making and accountability, with an increased emphasis on longer-term strategic planning and implementation of a comprehensive performance measurement framework.

II. Develop and co-ordinate Ministry human resource strategic planning to ensure that the organizational capacity, competencies and morale are in place to meet service delivery requirements as well as contribute to cross-ministry/collaborative initiatives along with the tools/support/resources to enhance organizational effectiveness.

III. Work with the Alberta Corporate Service Centre and operating units of the Ministry to implement service standards and address service issues; improve communications throughout the Ministry regarding Alberta Corporate Service Centre services; and implementing service improvements in the Ministry.

IV. Develop and implement leading edge strategic financial and accounting policies and practices, re-engineer budget planning, forecasting and reporting, and implement internal controls that enhance accountability, decision-making and use of financial resources.

V. Develop and implement information technology strategies that support greater integration, and use of technology in day-to-day business processes and information needs in delivery of services.

VI. Develop strategies and capacity to support the Ministry's requirement for legal services, to identify legal risks and respond to legal issues and legislative needs.

VII. Improve communications with partners and clients in the design, delivery and regular evaluation of policies, programs and services for children, youth and families to improve outcomes for children and youth.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Promoting the development and well-being of children, youth and families	263,443	303,675	311,270	334,142	352,955	371,446
Keeping children, youth and families safe and protected	419,800	421,960	439,725	447,552	456,934	463,005
Promoting healthy communities for children, youth and families	17,135	15,808	15,658	16,919	16,928	16,879
MINISTRY EXPENSE	700,378	741,443	766,653	798,613	826,817	851,330

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Governmental Transfers	30,000	30,000	30,000	34,000	34,500	36,500
Transfers from Government of Canada	192,997	217,128	207,953	222,336	229,413	234,810
Other Revenue	11,040	11,550	11,550	8,959	8,922	8,992
MINISTRY REVENUE	234,037	258,678	249,503	265,295	272,835	280,302
EXPENSE						
Program						
Promoting the development and well-being of children, youth and families:						
Child Care	58,448	68,557	63,900	69,517	70,490	71,477
Family Support for Children with Disabilities	67,087	77,517	77,517	82,769	93,796	103,176
Family and Community Support Services	60,184	63,470	63,470	65,228	67,035	68,891
Early Intervention	30,138	37,410	37,410	37,934	38,465	39,004
Prevention of Family Violence and Bullying	16,984	19,372	24,692	28,844	29,947	33,054
Parenting Resources Initiative	6,350	8,330	15,830	14,723	17,075	19,732
Fetal Alcohol Spectrum Disorder Initiatives	4,488	5,335	5,335	5,410	5,486	5,563
Youth in Transition	855	1,250	1,250	4,463	3,804	3,273
Keeping children, youth and families safe and protected:						
Child Intervention Services	383,365	381,389	399,435	401,789	408,289	414,989
Protecting Children from Sexual Exploitation	4,155	5,600	5,600	6,584	6,169	6,255
Child and Youth Advocate	2,149	3,800	3,800	5,353	7,707	7,762
Promoting healthy communities for children, youth and families:						
Community Initiatives	12,427	12,665	12,665	12,665	12,665	12,665
Child and Family Research	2,800	1,000	1,000	2,000	2,000	2,000
Alberta's Promise	678	975	893	975	975	975
Support Services:						
Ministry Support	9,481	10,955	11,380	13,085	13,185	13,285
Program Support	38,936	41,780	39,776	44,574	47,029	46,529
Amortization of Capital Assets	1,336	538	1,200	1,200	1,200	1,200
Valuation Adjustments and Other Provisions	517	1,500	1,500	1,500	1,500	1,500
MINISTRY EXPENSE	700,378	741,443	766,653	798,613	826,817	851,330
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(466,341)	(482,765)	(517,150)	(533,318)	(553,982)	(571,028)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	234,037	258,678	249,503	265,295	272,835	280,302
Inter-ministry consolidation adjustments	(30,708)	(30,000)	(30,000)	(34,000)	(34,500)	(36,500)
Consolidated Revenue	203,329	228,678	219,503	231,295	238,335	243,802
Ministry Program Expense	700,378	741,443	766,653	798,613	826,817	851,330
Inter-ministry consolidation adjustments	(708)	-	-	-	-	-
Consolidated Program Expense	**699,670**	**741,443**	**766,653**	**798,613**	**826,817**	**851,330**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(496,341)	(512,765)	(547,150)	(567,318)	(588,482)	(607,528)

Community Development

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gary G. Mar

Gary Mar, *Minister of Community Development*
March 24, 2005

THE MINISTRY

Community Development is a diverse Ministry that includes the Department of Community Development, which encompasses the following divisions: Community and Citizenship Services, Cultural Facilities and Historical Resources, Parks and Protected Areas, and Ministry Support Services, as well as the Francophone Secretariat and the Alberta 2005 Centennial Initiative. The following reporting foundations, boards, funds and commission are also part of the Ministry:

- Alberta Foundation for the Arts;
- Alberta Historical Resources Foundation;
- Alberta Human Rights and Citizenship Commission;
- Alberta Sport, Recreation, Parks and Wildlife Foundation;
- Government House Foundation;
- Historic Resources Fund;
- Human Rights, Citizenship and Multiculturalism Education Fund; and
- Wild Rose Foundation.

Although each of the Ministry's reporting bodies produces its own separate strategic plan, the essential elements of these plans are integrated within the Ministry consolidated business plan. The order of presentation of Ministry divisions and entities, significant opportunities and challenges, core businesses, goals and strategies does not reflect any priority ranking. Achievement of these core businesses and goals is realized through a diverse range of Ministry activities, not all of which are detailed in this business plan.

VISION

A superior quality of life reflecting fair, inclusive, and active communities engaged in valuing Alberta's cultural, historical, and natural heritage.

MISSION

To preserve and present Alberta's cultural and natural heritage, and promote community development, fairness and an inclusive society.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Community Development 2005-08 Business Plan supports the realization of the Government of Alberta's four key opportunities in the areas of unleashing innovation, leading in learning, competing in a global marketplace and making Alberta the best place to live, work and visit. In support of these opportunities, the Ministry preserves and presents Alberta's historical and natural heritage and promotes heritage tourism. The Ministry also supports these opportunities through fostering the arts, sport and recreation, libraries and the voluntary sector and supporting the protection of human rights and the inclusion and participation of all Albertans in the social, cultural and economic life of the province. Specifically, the Ministry concentrates its efforts on fostering a quality of life that is enriched by arts, culture, sport and recreation, libraries, the voluntary sector, human rights and by a natural environment and cultural heritage that is protected and preserved for future generations.

The Ministry supports the following Government of Alberta Medium-Term Strategies: Alberta Biodiversity Strategy; Alberta Tobacco Reduction Strategy; Climate Change Strategy; Integrated Land Management Program; Land Use Framework; Northern Development Strategy; Rural Development Strategy; Strategic Approach to K-12 Curriculum; Strategy for Prevention of Family Violence and Bullying; Sustainable Resource and Environmental Management Framework; and Water for Life: Alberta's Strategy for Sustainability.

The Community Development 2005-08 Business Plan is also aligned with the Government's 2005-08 Strategic Business Plan goals. Goal 10 is supported through the protection of human rights; Goal 12 is supported through the preservation and presentation of Alberta's cultural and natural heritage and the promotion of community development; and Goal 14 is supported through infrastructure renewal in provincial parks, protected areas, historic sites, museums and interpretive centres. In addition, the Community Development 2005-08 Business Plan directly supports the Government's 2005-08 Strategic Business Plan through 14 strategies and five performance measures.

CORE BUSINESSES AND GOALS

Core Business 1: Support individuals and organizations through community development.

Goal 1 Work in collaboration with individuals, organizations and communities to increase local capacity for self-reliance in arts and culture, sport and recreation, libraries and the voluntary sector.

Core Business 2: Protect human rights, promote fairness and access, and support the protection, inclusion and participation of all Albertans.

Goal 2 Increase awareness, understanding and appreciation of multiculturalism and diversity; foster equality and help prevent discrimination so all Albertans have the opportunity to participate in the social, economic and cultural life of the province.

Core Business 3: Preserve, protect and present Alberta's history, culture, provincial parks and protected areas.

Goal 3 Preserve, protect, present, research and promote appreciation for Alberta's historical resources and culture and provide opportunities for heritage tourism.

Goal 4 Maintain and enhance Alberta's provincial parks and protected areas to preserve the province's natural heritage and provide opportunities for heritage appreciation, outdoor recreation and heritage tourism.

MINISTRY VALUES

The Ministry is committed to the following values to help guide its activities:

Personal and Ethical: respect, recognition, honesty, integrity, impartiality
Professional: innovation, commitment, leadership, teamwork, collaboration with stakeholders
Results Based: provision of quality services, accountability for the use of public resources

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The service issues, major needs, trends and opportunities that define the environment in which the Ministry operates provide guidance in developing the Ministry's goals and strategies. Issues within the strategic environment that impact the business plan of the Ministry include:

1. Increasing demands for assistance with building local capacity in the areas of the arts, sport and recreation, libraries, the voluntary sector and human rights;
2. Increasingly complex demands within the public library and archival systems for service delivery and access to information in a rapidly changing society;
3. Responding to Albertans who face discrimination, increasing complexity of human rights and diversity issues, and the growing need for programs and services that contribute to building a more inclusive and respectful society;
4. Increasingly high expectations for up-to-date exhibits and services at provincial historic sites, museums and interpretive centres, which continue to attract approximately 900,000 local and international visitors annually;
5. Balancing the public's expectations for outdoor recreation opportunities against their expectations for the protection and preservation of Alberta's natural heritage and ecological diversity, as provincial parks and protected areas continue to attract over eight million visitors annually;
6. Effective management, protection and monitoring of all Alberta provincial parks and protected areas, given the expansion of 13 existing parks and protected areas and the creation of 81 new ones as a result of the Special Places Program;
7. Changing expectations, demographics and trends in outdoor recreation and heritage tourism;
8. Needs to maintain, upgrade and renew the aging infrastructure for provincial parks, protected areas, historic sites, museums and interpretive centres to protect the integrity of Alberta's heritage infrastructure;
9. Integrating new information technologies within the Ministry's operations to optimize the preservation, protection and presentation of Alberta's history, culture, provincial parks and protected areas; and

10. New revenue generation alternatives and flexible financial arrangements to facilitate the preservation, protection and presentation of Alberta's history, culture, provincial parks and protected areas.

STRATEGIC PRIORITIES 2005-08

The strategic priorities described below have been identified through the Ministry's review of external and internal challenges. These are in addition to the important ongoing core activities of the Ministry and are of primary importance in focusing the Ministry on achieving its goals:

1. **Quality of Life** Linkage: Goals 1, 2, 3, 4	Building appreciation and understanding of the value of active and inclusive communities, cultural, historical and natural heritage to advancing quality of life.
2. **Infrastructure Renewal** Linkage: Goals 3 and 4	Upgrading, renewing and maintaining infrastructure for provincial parks, protected areas, historic sites, museums and interpretive centres.
3. **Alberta Centennial** Linkage: Goals 1, 3 and 4	Providing opportunities for Albertans to participate in the commemoration of the 2005 Centennial, and leaving a lasting legacy for future generations.
4. **Capacity Building** Linkage: Goals 1 and 2	Increasing local capacity for self-reliance in arts and culture, film, sport and recreation, libraries, the voluntary sector and human rights.
5. **Inclusive Communities** Linkage: Goal 2	Fostering equality, supporting the reduction of discrimination and barriers to full participation in society for everyone in Alberta, and supporting the development of inclusive communities.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Achievement of the core businesses is assisted through a Ministry-wide commitment to a process of strategic business planning that includes an ongoing review of the relevance of all strategies and performance measures, and the evaluation of results achieved, in order to improve performance and inform decision-making within the Ministry.

The Ministry's core businesses are linked to goals that reflect the desired results of programs and services delivered by the Ministry. Specific strategies outline how the Ministry aims to achieve each goal. The Ministry's success in achieving these goals is measured through a range of performance measures. Targets for the measures are intended to be challenging and attainable and, where appropriate, have been set as an average of the last three years' results plus a one per cent stretch factor when three or more years of data are available.

Core Business One: Support individuals and organizations through community development

GOAL ONE

Work in collaboration with individuals, organizations and communities to increase local capacity for self-reliance in arts and culture, sport and recreation, libraries and the voluntary sector

What it means

- Working with organizations and communities to strengthen their capacity to enhance and further develop the areas of arts and culture, sport and recreation, libraries and the voluntary sector by providing financial support, consultation, information, education and facilitation services.
- Working with individuals to increase their potential to contribute to activities that enhance quality of life.
- Providing support to key activities such as: promoting participation in arts and cultural activities; furthering a province-wide library system and information network through projects such as connecting to Alberta SuperNet; participating in the Active Living Strategy and affirming the actions of the Alberta Sport Plan; advancing the voluntary sector through organizational and volunteer development; and delivering the Film Development and Film Classification Programs.
- Providing financial and consultative support through the Alberta Foundation for the Arts; the Alberta Sport, Recreation, Parks and Wildlife Foundation; and the Wild Rose Foundation.
- Serving as a liaison between the government and the francophone community in Alberta.

Strategies

1.1 Initiate the development of a unified and inclusive cultural policy, which encompasses Alberta's cultural, historical and natural heritage through a broadly based consultation process with Albertans.

1.2 Work with stakeholders and other government entities to assist with developing the capacity of the voluntary sector and communities of Alberta to further mutual goals and a shared vision.

1.3 Engage in a public review process to ensure provincial public library policy and existing legislation reflects emerging trends in service delivery.

1.4 Maximize public library service potential provided by the Alberta SuperNet connection.

1.5 Provide consultative services and access to financial resources to artists, arts organizations and cultural industries such as film development, magazine and book publishing and sound recording to enable public participation and appreciation of the arts.

1.6 Classify films prior to public exhibition in Alberta and promote the film rating system to Albertans.

1.7 Collaborate with communities to promote healthy recreational and active living activities and to encourage the preservation and public use of the natural environment and community recreation areas.

1.8 Work with local, provincial, national and international agencies to support athletic achievement through joint planning, consultation and financial assistance.

1.9 Showcase Alberta talent and recognize the contribution of Albertans at special events held to mark Alberta's Centennial.

1.10 Utilize support from the renegotiated 2005-09 Canada/Alberta Cooperation Agreement to foster development of the francophone community and collaboration with other ministries on community priorities such as arts and culture, heritage preservation, and early childhood and health related services, and foster the development of a youth initiative within the francophone community through support provided from a new Alberta/Quebec Cooperation Agreement.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Level of community volunteerism by adult Albertans	68.3%	70%	70%	70%
1.b Participation in sport and recreational activities by adult Albertans	80.4%	84%	84%	84%
1.c Usage of public library services by adult Albertans	51.2%	53%	53%	53%
1.d Participation in arts and cultural activities by adult Albertans	85.5%	89%	89%	89%
1.e Customer satisfaction with community development services	96.8%	99%	99%	99%
1.f Impact of the support provided by the Alberta Film Development Program:				
i. Number of film production employment opportunities for Albertans	3,241	3,000	3,000	3,000
ii. Value of film production by Albertans in Alberta ($ millions)	54.6	63	63	63

Core Business Two: Protect human rights, promote fairness and access, and support the protection, inclusion and participation of all Albertans

GOAL TWO

2

Increase awareness, understanding and appreciation of multiculturalism and diversity; foster equality and help prevent discrimination so all Albertans have the opportunity to participate in the social, economic and cultural life of the province

What it means

- Protecting human rights and reducing discrimination by resolving and adjudicating human rights complaints, and promoting understanding of Alberta's human rights legislation through the Alberta Human Rights and Citizenship Commission.
- Fostering equality, promoting the benefits of diversity and multiculturalism, helping to prevent discrimination and reducing barriers to full participation in society through the provision of information and public education resources and programs, awareness initiatives, consultation services, and research and policy initiatives.
- Undertaking collaborative projects with other governments and organizations that further human rights, diversity and multiculturalism goals.
- Providing financial support for community educational initiatives that advance human rights, diversity, and multiculturalism goals through the Human Rights, Citizenship and Multiculturalism Education Fund.

Strategies

2.1 Continue protecting human rights by resolving and adjudicating complaints of alleged discrimination.

2.2 Develop resources and programs that increase awareness, understanding and appreciation of human rights, multiculturalism and diversity, and increase the understanding of legal decisions on the interpretation of human rights legislation.

2.3 Consult with Albertans concerning appropriate strategies to advance human rights, diversity and multiculturalism goals, and support organizations to develop capacity to build a society that is respectful of human rights, that welcomes multiculturalism and diversity, and that is free of discrimination.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Adult Albertans' perception of how well human rights are protected in Alberta	84.8%	86%	86%	86%

Core Business Three: Preserve, protect and present Alberta's history, culture, provincial parks and protected areas

GOAL THREE 3

Preserve, protect, present, research and promote appreciation for Alberta's historical resources and culture and provide opportunities for heritage tourism

What it means

- Operating, in consultation and/or partnership with cooperating societies, provincial historic sites, museums and interpretive centres; the Provincial Archives of Alberta; and the Northern and Southern Alberta Jubilee Auditoria.
- Delivering public programs and exhibits and conducting applied or targeted research to increase the body of knowledge of Alberta's past, and the public's understanding of it.
- Identifying, acquiring and preserving cultural and natural resources of significance to Alberta for future generations.
- Acquiring and preserving significant private and government records and making them available for research and interpretive purposes.
- Regulating land-based development activity to preserve significant historical resources.
- Providing professional and technical advice and funding assistance through the Alberta Historical Resources Foundation to individuals, organizations, communities and parts of the private sector involved in historical preservation and presentation.
- Working as an active partner in the Centennial Legacies Program.

Strategies

3.1 Work with the Ministry of Infrastructure and Transportation to a) develop appropriate storage solutions for the province's heritage collections, b) improve access to the province's modern heritage facilities for persons with disabilities, and c) continue to review and update recapitalization requirements for provincially owned and operated historic sites, museums and cultural facilities.

3.2 Further the preservation of heritage properties by assisting Alberta municipalities in the establishment of local Heritage Preservation Programs with a view to placing locally significant sites on the newly created Canadian Register of Historic Places.

3.3 Investigate, identify and implement steps to increase self-generating revenues for facility/program reinvestment through partnerships, new products and additional funding structures to enrich the Ministry's heritage and cultural facilities network.

3.4 Support Albertans' lifelong learning through promoting appreciation for Alberta's historical resources and culture at provincial historic sites, museums, interpretive centres and archives.

3.5 Develop a 20-year strategic plan to preserve, protect and present Alberta's history and culture and to provide a roadmap for future capital and program initiatives such as increasing Alberta's dinosaur and Aboriginal profile.

3.6 Address public interest in accessing Alberta's historical and cultural resources electronically by planning for and advancing virtual museums, electronic archives and collections listings.

3.7 Coordinate Alberta's 2005 Centennial Program in partnership with other ministries, foundations, communities, non-profit organizations, municipalities and the federal government to provide opportunities for Albertans to participate in the commemoration of the Centennial, and its celebrations and special events.

3.8 Provide financial support to community owned and operated Centennial Legacy Projects across Alberta to leave tangible, memorable investments for future generations.

3.9 Support Government of Alberta Centennial Legacy Projects that preserve Alberta's heritage, provide educational opportunities and increase tourism, such as the redevelopment and expansion of the Provincial Museum of Alberta and the rejuvenation of the Jubilee Auditoria in Edmonton and Calgary.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Satisfaction of visitors with experiences at provincial historic sites, museums and interpretive centres	97.7% (2003-04)	99%	99%	99%
3.b Knowledge gained of Alberta history by visitors to provincial historic sites, museums and interpretive centres	90.1% (2003-04)	90%	90%	90%
3.c Economic impact of provincial historic sites, museums and interpretive centres ($ millions):				
i. Value-added impact	55.5 (2002-03)	53	53	53
ii. Taxation revenue returned to three levels of government	20.0 (2002-03)	21	21	21

GOAL FOUR

Maintain and enhance Alberta's provincial parks and protected areas to preserve the province's natural heritage and provide opportunities for heritage appreciation, outdoor recreation and heritage tourism

What it means

- Preserving a network of provincial parks and protected areas that represents the diversity of the province's natural heritage and related cultural heritage and enhances the overall environmental quality of the province.
- Providing opportunities for Albertans and visitors to explore, understand and appreciate the province's natural heritage through nature and heritage based recreation, education and tourism opportunities, facilities and services.
- Operating the province's biodiversity database, the Alberta Natural Heritage Information Centre, which is used to support land use decisions, setting of priorities and effective management of Alberta's provincial parks and protected areas.
- Promoting lifelong learning through an emphasis on interpretation and environmental education that fosters heritage appreciation.
- Contributing to scientific knowledge of the province's natural history and biodiversity.
- Keeping Alberta's provincial parks and recreation areas safe and enjoyable for visitors.

Strategies

4.1 Work with the Ministry of Infrastructure and Transportation to complete the planning and development of four Centennial Legacy projects (visitor centres in Writing-on-Stone, Dinosaur, and Cypress Hills Provincial Parks and the Boreal Centre for Bird Conservation, an avian research centre in Lesser Slave Lake Provincial Park).

4.2 Work with the Ministry of Infrastructure and Transportation, within the framework of the Capital Planning Initiative, to revise capital planning and delivery processes to re-capitalize, sustain and monitor the condition of facilities and infrastructure in Alberta's provincial parks and major recreation areas to ensure effective management of capital redevelopment and ensure public health, safety and enjoyment, including a safe and secure drinking water supply.

4.3 Develop an updated parks system plan and strategic direction for the management and protection of Alberta's provincial parks and protected areas.

4.4 Develop, consolidate and update legislation and regulations to provide a sound basis for the management and protection of Alberta's provincial parks and protected areas.

4.5 Develop and implement a revitalization strategy for heritage appreciation that includes education, interpretive and marketing strategies to increase Albertans' awareness and appreciation for Alberta's provincial parks and protected areas and their contribution to Alberta's economy and quality of life.

4.6 Increase opportunities for volunteer involvement and new partnerships to enhance research, monitoring and the provision of services at provincial parks and protected areas.

4.7 Enhance the Alberta Natural Heritage Information Centre's ability to provide quality natural heritage data to support effective management and protection of Alberta's provincial parks and protected areas and to provide natural heritage data to clients and partners in other provincial and federal agencies, universities, industry and national and international conservation organizations.

4.8 Identify biophysical resource inventory and management planning priorities for the 2005-08 timeframe and complete biophysical resource inventories and management plans for priority parks and protected areas.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Satisfaction of visitors with experiences at provincial parks and recreation areas	90.4%	91%	91%	91%

CROSS-MINISTRY POLICY INITIATIVES

The Ministry will participate in, and provide support and/or facilitative services for, the following priority policy initiatives:

1. **Aboriginal Policy Initiative** – Supported through:
    - delivering programs that provide for Aboriginal leadership development and participation in sport, recreation and cultural activities (e.g., Alberta's Future Leaders Program and Arts Camps for Aboriginal youth);
    - repatriating ceremonial and sacred objects in keeping with the new Ceremonial Object Repatriation Regulations;
    - participating in the development of government policy for unregistered burials;
    - working with Aboriginal people to preserve, protect and present Aboriginal culture;
    - participating in the Aboriginal Consultation Initiative regarding land management and resource development; and
    - undertaking a needs assessment for on-reserve public library services.
2. **Alberta Children and Youth Initiative** – Supported through:
    - providing financial assistance to community-based programs and services that place a priority on projects that support the participation and inclusion of children, youth and their families.
3. **Economic Development and Innovation Initiative** – Supported through:
    - furthering the Rural Development Initiative by
        - refurbishing facilities and other infrastructure in provincial parks and recreation areas throughout rural Alberta to ensure that these parks and recreation areas continue to provide significant outdoor recreation and tourism opportunities for rural Alberta, and
        - developing the capacity of rural libraries, communities and voluntary sector organizations;
    - providing financial support in the areas of the arts, sport and recreation, libraries, human rights and the voluntary sector that enhances opportunities for economic development in communities;
    - assisting in the development of Aboriginal tourism opportunities;
    - promoting international, national and local tourism through the 2005 Alberta Centennial celebrations and legacy projects;
    - providing nature and heritage-based tourism opportunities by operating provincial heritage and cultural facilities and preserving a network of provincial parks and protected areas; and
    - participating in the development of Alberta's tourism policy and programs through the Strategic Tourism Marketing Council.
4. **Health Innovation and Wellness Initiative** – Supported through:
    - providing consultative and financial assistance to community-based programming that contributes to health through the promotion and support of active living;
    - encouraging physical activity through initiatives such as the Summer Active Campaign and the Ever Active Schools and Schools Come Alive Programs;
    - supporting programs that target physical activity for specific groups of Albertans (e.g., the Home Support Exercise Program for seniors); and
    - encouraging active and healthy living through provision of nature-based outdoor recreation and heritage appreciation opportunities in provincial parks and protected areas.
5. **Leading in Learning and Skilled Workforce Initiative** – Supported through:
    - providing consultative and programming support in the areas of the arts, sport and recreation, libraries, human rights and the voluntary sector that enhances opportunities for lifelong learning and participation in communities;
    - providing training and work opportunities for individuals interested in the field of heritage resource management and interpretation through the Community Development / University of Calgary Historical Resources Intern Program;
    - encouraging broader awareness, knowledge and understanding of Alberta's cultural, historical and natural heritage; and
    - providing curriculum-based and family-oriented learning opportunities at provincial historic sites, museums, interpretive centres and major provincial parks.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Support Individuals and Organizations through Community Development	98,255	100,819	98,811	101,109	97,232	97,267
Protect Human Rights, Promote Fairness and Access, and Support the Protection, Inclusion and Participation of All Albertans	5,222	5,773	5,770	6,094	6,086	6,107
Preserve, Protect and Present Alberta's History, Culture, Provincial Parks and Protected Areas	82,975	107,313	101,379	139,845	103,781	105,597
MINISTRY EXPENSE	186,452	213,905	205,960	247,048	207,099	208,971

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	72,144	85,861	85,881	99,607	66,902	66,402
Transfers from Government of Canada	1,460	2,079	2,169	1,937	2,092	2,062
Investment Income	1,072	1,494	1,314	1,558	1,621	1,621
Premiums, Fees and Licences	7,674	8,790	8,711	8,953	8,799	8,532
Other Revenue	10,081	6,254	7,555	10,742	12,569	12,613
MINISTRY REVENUE	92,431	104,478	105,630	122,797	91,983	91,230
EXPENSE						
Program						
Support Individuals and Organizations through Community Development	92,747	95,388	93,313	96,375	91,621	91,475
Protect Human Rights and Promote Fairness and Access	4,771	5,276	5,276	5,594	5,571	5,571
Preserve, Protect and Present Alberta's History and Culture	37,998	53,638	54,970	85,320	46,573	48,455
Preserve, Protect and Present Alberta's Provincial Parks and Protected Areas	40,325	47,895	40,768	47,996	51,218	50,854
Ministry Support Services	10,233	11,491	11,416	11,546	11,899	12,399
Valuation Adjustments and Other Provisions	378	217	217	217	217	217
MINISTRY EXPENSE	186,452	213,905	205,960	247,048	207,099	208,971
Gain (Loss) on Disposal and Write Down of Capital Assets	2	6,279	15	1,547	3,764	800
NET OPERATING RESULT	(94,019)	(103,148)	(100,315)	(122,704)	(111,352)	(116,941)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	92,431	104,478	105,630	122,797	91,983	91,230
Inter-ministry consolidation adjustments	(72,144)	(85,861)	(85,881)	(99,607)	(66,902)	(66,402)
Consolidated Revenue	20,287	18,617	19,749	23,190	25,081	24,828
Ministry Program Expense	186,452	213,905	205,960	247,048	207,099	208,971
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**186,452**	**213,905**	**205,960**	**247,048**	**207,099**	**208,971**
Gain (Loss) on Disposal of Capital Assets	2	6,279	15	1,547	3,764	800
CONSOLIDATED NET OPERATING RESULT	(166,163)	(189,009)	(186,196)	(222,311)	(178,254)	(183,343)

CAPITAL INVESTMENT BY PROGRAM
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Support Individuals and Organizations through Community Development	211	-	-	-	-	-
Preserve, Protect and Present Alberta's History and Culture	4,219	-	552	180	180	180
Preserve, Protect and Present Alberta's Provincial Parks and Protected Areas	1,302	6,662	10,162	44,582	27,482	21,482
Ministry Support Services	133	50	50	50	50	50
MINISTRY CAPITAL INVESTMENT	5,865	6,712	10,764	44,812	27,712	21,712

Economic Development

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Clint Dunford

Clint Dunford, *Minister of Economic Development*
March 23, 2005

THE MINISTRY

Our primary clients include: leaders of small and medium enterprises, large organizations, governments and communities interested in and capable of participating in a globally competitive economy.

Economic Development has staff in Edmonton and Calgary and in eight regional offices to serve the economic needs of Alberta communities. The Ministry operates international offices in China (2), Hong Kong, Japan, South Korea, Taiwan, the U.K., Mexico and Germany to facilitate access to international markets, create networks and generate a positive business climate.

Two advisory bodies, the Alberta Economic Development Authority and the Strategic Tourism Marketing Council, support the Ministry by providing advice and guidance. The Ministry also operates the Alberta Film Commission Office which is the central point of contact for film industry investors and producers considering Alberta as a location for film, television and video production. The Ministry also supports small and medium sized enterprises through the Business Link and the Calgary Business Information Centre. All of these unique relationships ensure the Ministry's goals are achieved in partnership with business and industry sectors.

VISION

Alberta is the best place in the world to live, visit and do business

MISSION

To facilitate business and community prosperity

CORE BUSINESSES

Core Business 1: Provide Strategic Economic Leadership and Business Intelligence
Goal 1 - Economic growth and diversification through collaborative strategic planning and policy development
Goal 2 - Informed industry decision-making in Alberta

Core Business 2: Increase Industry and Regional Development, Trade Promotion and Investment Attraction
Goal 3 - Increased growth and competitiveness of Alberta's value-added sectors
Goal 4 - Increased exports of Alberta commodities, value-added goods and services
Goal 5 - Increased investment in Alberta
Goal 6 - Regional economic development support to Alberta communities

Core Business 3: Facilitate Tourism Marketing and Development
Goal 7 - Increased growth and expansion of marketable tourism products
Goal 8 - Increased tourism visitation from targeted Canadian and international tourism markets

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Link to 20-Year Strategic Plan

Economic Development links closely to *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta,* and the vision of a vibrant and prosperous province with strong economic fundamentals. Economic Development activities align with the opportunities outlined in the Strategic Plan:

Opportunity 1: Unleashing Innovation
Opportunity 2: Leading in Learning
Opportunity 3: Competing in a Global Marketplace
Opportunity 4: Making Alberta the Best Place to Live, Work, and Visit

Link to Medium-Term Strategies

Economic Development activities support the objectives of the following Medium-Term Strategies:

- Rural Development Strategy
- Climate Change Strategy
- Northern Development Strategy

Link to 2005-08 Government of Alberta Business Plan

Economic Development contributes primarily to goals 1 and 3, and indirectly to goal 2, of the Government of Alberta business plan:

GOAL 1: ALBERTA WILL HAVE A DIVERSIFIED AND PROSPEROUS ECONOMY

Economic Development provides strategic information and planning input for Alberta's economy. The Ministry facilitates a coordinated approach to address Alberta's economic challenges in collaboration with other government ministries. *Securing Tomorrow's Prosperity* endorses a more diversified and competitive Alberta. The Ministry also has ten sector teams that partner with industry clients and other stakeholders to improve the competitiveness of Alberta's industries. Sector teams were created to focus on opportunities for sector growth and development and to resolve issues within the sector that fall within the economic development mandate. The teams provide advice to the Ministry, identifying where the government can play a greater role in increasing the growth, diversification and competitiveness of the sector through policy development. The sector teams are:

- Architecture/Engineering/Construction
- Agri-food
- Petrochemicals and Refined Products
- Health and Bio-Industries
- Information and Communications Technologies
- Aerospace and Aviation
- Building Products
- Environmental Products and Services
- Industrial Machinery and Equipment
- Tourism

GOAL 2: ALBERTANS WILL BE WELL PREPARED FOR LIFELONG LEARNING AND WORK

Economic Development supports strategies related to immigration and the implementation of options to increase Albertans' participation in the workforce. The Ministry also supports strategies to develop and maintain a skilled workforce, and to address labour shortages and skills deficits in Alberta.

GOAL 3: ALBERTA'S INTERNATIONAL COMPETITIVENESS WILL BE ENHANCED

Economic Development has developed Alberta's International Marketing Strategy and targets priority markets for investment attraction, tourism and trade. It also maintains a presence in key international regions through a network of international offices, currently located in Asia, Europe and North America. The Ministry promotes the Alberta Advantage and markets Alberta internationally as a desirable location for investment and businesses, in addition to marketing Alberta's exports and company capabilities.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Despite increasing global change, Alberta's economy continues to be in a position of strength with respect to most key economic indicators. Investment levels enjoyed over the past decade have provided Albertans with the most enviable record in Canada in terms of job creation, average family income, standard of living and low overall tax burden.

Looking ahead, the challenge for Alberta will be to sustain our economic performance and to reduce the risk of economic instability by broadening and diversifying our economic base.

Fiscal discipline and strong resource revenues allowed the government to set aside sufficient financial assets by the end of 2004-05 to pay off the province's remaining accumulated debt as it matures. Alberta's overall tax regime is very competitive. Significant cuts in corporate and personal tax rates have been made over the past several years. Alberta businesses also benefit from not having to pay corporate capital taxes, payroll taxes or sales taxes on business inputs as part of our low rate, broad-based tax regime. In the last year, Economic Development also championed the elimination of the aviation fuel tax on all international flights and, today, continues to support further reductions in the corporate income tax rate as affordable.

IMPORTANCE OF INNOVATION

As a number of Albertans pointed out in their response to the "It's Your Future" survey, building a diverse, innovative economy is an important priority for the province. In an increasingly global economy, innovation is key to keeping ahead of our competitors and developing new markets, products and services. Alberta cannot simply compete as a low cost business location. A competitive business-cost environment is necessary, but not sufficient for creating globally competitive industries.

Alberta's economic success needs to be judged not only by traditional economic indicators, such as GDP and employment, but also by indicators of knowledge creation and innovation. This is because innovation – through investments in research and development, human capital, and machinery and equipment – leads to higher levels of productivity and an improved standard of living.

Innovation is essential in all sectors of the economy and a knowledge-based approach does not mean abandoning Alberta's traditional strengths. It means building more value into our traditional goods and services in order to achieve greater returns in the international export market. It is what has driven the development and growth of the oil sands industry in Alberta to become the leading new energy source in North America. Innovation has also been the driver of much of the growth and expansion of the forest products industry, and the development of new functional foods and products in the agri-food industry.

SKILLED LABOUR SHORTAGES

Another major challenge for Alberta is to ensure there are enough skilled workers to meet industry demand. Labour shortages can potentially be a major impediment to the province reaching its full economic potential. Alberta Economic Development has actively supported the provincial labour strategy, *Prepared for Growth: Building Alberta's Labour Supply*, which identifies the following three key directions: increase the skill and knowledge levels of Albertans; increase the mobility of labour in Canada; and increase the number of immigrants to Alberta.

BENCHMARKING ALBERTA'S PERFORMANCE

In a global marketplace, we must compare ourselves with the leading global economies. Benchmarking has been done by Economic Development comparing Alberta with the best in Canada, the United States and Europe. Comparison jurisdictions were chosen on the basis of their strong relative economic and innovation performance, and size and structural similarities with Alberta. Indicators were selected on the basis of their widespread use in other credible benchmarking exercises, their relevance to economic performance and innovation, and levels of data quality and availability.

By most economic indicators, Alberta has been Canada's top performer. Even within a broader context, including some of the strongest U.S. and European performers, Alberta has been an above average performer as shown in Chart 1. However, as shown in Chart 2, Alberta's innovation performance lags behind its U.S. and European competitors, as well as other provinces.

Chart 1: Economy has performed well

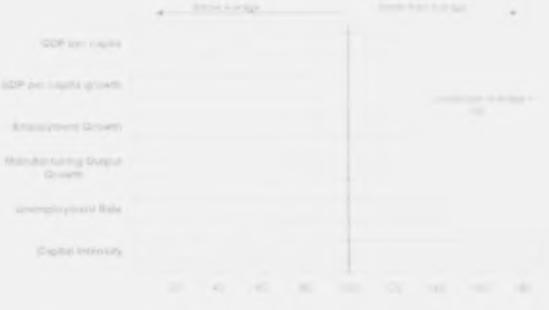
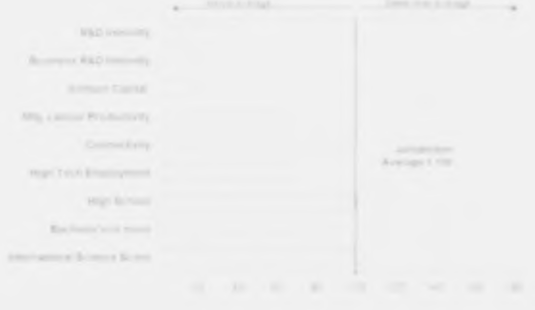


Chart 2: Innovation - more work to do



In *Today's Opportunities, Tomorrow's Promise – A Strategic Plan for the Government of Alberta*, part of the government's vision is that Alberta in 2025 will be a place where:

> The economy shifts toward a knowledge-based approach, with research, technology development and value-added products having a much larger part in the province's prosperity.

In order to achieve this, the government will need to aggressively pursue the directions set out in the province's value-added strategy – *Securing Tomorrow's Prosperity*.

This business plan recognizes the risks and opportunities that Alberta is currently facing and outlines the goals and strategies that will mitigate the risks and capitalize on opportunities.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Economic Development and Innovation Initiative**

Linkage: Goal 1

Economic Development provides leadership and intelligence to strengthen Alberta's economy, an economy capable of constantly innovating and creating higher value jobs, goods and services that will sustain our prosperity and quality of life. The *Economic Development and Innovation Initiative* provides a framework to build upon existing government strategies such as the *Agriculture Growth Strategy* and *Agriculture Research and Innovation Strategy* (Agriculture, Food and Rural Development), the *Life Sciences Strategy* and *Energy Research Strategy* (Innovation and Science), *Prepared for Growth: Building Alberta's Labour Supply* (Human Resources and Employment) and *Securing Tomorrow's Prosperity* (Economic Development).

The *Economic Development and Innovation Initiative* is championed with Agriculture, Food and Rural Development and Innovation and Science. Economic Development also participates in the *Aboriginal Policy* and *Alberta Children and Youth Initiatives*, and is a co-champion for the *Leading in Learning and Skilled Workforce Initiative*.

The following are two key components of the *Economic Development and Innovation Initiative*.

Linkage:
Goal 1, 3 and 4

SECURING TOMORROW'S PROSPERITY

Economic Development leads the value-added strategy, *Securing Tomorrow's Prosperity*, as a major part of the *Economic Development and Innovation Initiative*. The strategy is market driven and focused on four strategic directions, which include: enhancing Alberta's current competitive advantages; building Alberta's innovation system; growing and strengthening small and medium-sized enterprises; and focusing on priority value-added sectors. The strategy will serve to accelerate Alberta's continued transition to a broader, more diverse, innovative, knowledge-based and globally competitive economy.

Economic Development utilizes a sector team approach to promote export trade, investment, and industry development and to work closely with industry clients, associations and other agencies. We identify and address issues affecting sector markets, competitiveness and productivity in order to develop key industry growth strategies.

Linkage:
Goal 6, 7 and 8

RURAL AND REGIONAL DEVELOPMENT

The *Rural Development Strategy*, led by Agriculture, Food and Rural Development with support from Economic Development, is a comprehensive approach to building a rural Alberta comprised of vibrant and sustainable communities including Aboriginal communities. Economic Development's support for Regional Economic Development Alliances will be a key component of the *Rural Development Strategy*.

2. Tourism

Linkage:
Goals 7 and 8

Starting April 1, 2005, the 5 per cent Hotel Room Tax is replaced by a 4 per cent Tourism Levy. The levy funds tourism marketing and development. The funds are used to support tourism marketing and encourage the growth and expansion of marketable tourism products. Economic Development facilitates the development and improvement of both private and public sector tourism products and assets in Alberta. Marketing priorities are established in the Strategic Tourism Marketing Council's three-year Strategic Tourism Marketing Plan and Travel Alberta's marketing activities.

Tourism marketing is managed through a framework that promotes Alberta as a "must see" destination for international visitors, domestic visitors and Albertans and leverages the impact and exposure offered by films produced in Alberta. The 2005 Alberta Centennial provides an opportunity to focus advertising to increase travel in the province by Albertans, and national and international visitors.

3. International Marketing and Representation

Linkage: Goal 5

The Ministry works to expand Alberta's economy by taking advantage of the many international opportunities for Alberta goods and services. Our international marketing efforts seek to provide accurate information to our clients, within the appropriate timeframe, to assist them in making trade and investment decisions in response to international market opportunities. Economic Development strives to effectively integrate Alberta's business practices and policies with international business cultures.

In consultation with other ministries, Economic Development has prepared Alberta's International Marketing Strategy, 2005, which articulates sector opportunities and geographic markets, and sets out the government strategy to refine our international trade development and investment attraction activities.

Alberta's international offices serve clients in Alberta and in those international markets where they are located. The international offices' network supports Economic Development's three core businesses and their success contributes to the growth of Alberta's economy, the creation of new jobs for Albertans, and the promotion of the province as the best place to live, visit and do business.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide Strategic Economic Leadership and Business Intelligence

Economic Development works with other government departments and agencies, such as the Alberta Economic Development Authority and the Strategic Tourism Marketing Council, to coordinate and develop policies and strategies, and provide business intelligence that help create an environment that enhances business competitiveness and diversification.

GOAL ONE

Economic growth and diversification through collaborative strategic planning and policy development

What it means Economic Development monitors trends and issues that impact Alberta government policy and programs and sets a long-term strategic direction for Alberta's economic development by focusing government's overall efforts at maintaining and enhancing the Alberta Advantage.

Strategies

1.1 Lead the implementation of the *Economic Development and Innovation Initiative* and participate in other cross-ministry initiatives that influence the province's prosperity.

1.2 Lead the implementation of *Securing Tomorrow's Prosperity* with other participating ministries to support the development of competitive value-added goods and services industries.

1.3 Provide longer-term strategic input to the development of policy to support a sustainable and diversified economy in Alberta.

1.4 Collaborate with the Alberta Economic Development Authority to set out the key directions where targeted actions and strategies can produce the best return for Albertans.

1.5 Provide the skills, processes, and technology to enhance information collection and analysis, management and sharing of knowledge within the Ministry, and to support strategic consultation with our clients.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percent share of GDP in manufacturing and business and commercial services (constant 1997 dollars).	20.8	21.1	21.2	21.3

Source:
Alberta Finance

GOAL TWO

2

Informed industry decision-making in Alberta

What it means The Ministry is continually working to strengthen its strategic intelligence gathering and dissemination processes and capabilities to deliver timely and relevant information and intelligence to our clients.

Strategies

2.1 Utilize Economic Development's network of international and regional offices, and business contacts, to provide business and economic information in a timely fashion to support our clients in their decision-making processes.

2.2 Leverage Economic Development's Internet website, www.alberta-canada.com, as a tool to disseminate business information and intelligence to clients.

2.3 Utilize and expand the use of Economic Development's Electronic Business Intelligence Service to deliver international business intelligence and information to a broad range of business clients.

2.4 Provide information and services that assist the development and expansion of small and medium sized Alberta businesses through innovative means such as The Business Link and the Calgary Business Information Centre.

2.5 Report on the performance and prospects of the Alberta economy to facilitate business planning and budgeting.

2.6 Develop and strengthen networks to gather business intelligence internationally.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Number of visits to the website www.alberta-canada.com	635,118 (2003-04)	900,000	1,000,000	1,100,000
2.b Percent satisfied with Economic Development publications (biennial survey)	96[1] (2002-03)	n/a	96	n/a

[1] The publications survey is conducted every two years; results for the 2004-05 fiscal year are not yet available.

Source:
Economic Development

Core Business Two: Increase Industry and Regional Development, Trade Promotion and Investment Attraction

Economic Development works with Alberta business clients, communities and Regional Economic Development Alliances to identify market opportunities for expansion, trade and industry development. The Ministry markets Alberta as an attractive destination for investment, film production, locating businesses, and attracting skilled workers in targeted sectors. The Ministry provides information to companies, economic immigrants and individuals and assists them with services designed to attract them to the province.

Economic Development is also responsible for planning, organizing and coordinating Premier and Ministerial trade missions, and other international inbound and outbound missions to raise the awareness of international clients of the capabilities of Alberta's industry and to present Alberta's businesses with specific opportunities to expand their export markets.

The Ministry works closely with the Alberta Economic Development Authority in identifying priority markets for future business missions. It also develops Alberta's International Marketing Strategy that contains the Government of Alberta's plan to expand export trade and attract investment by focusing on specific international markets and key industry sectors of the Alberta economy.

GOAL THREE

Increased growth and competitiveness of Alberta's value-added sectors

What it means The Ministry works to make Alberta globally competitive in priority sectors by promoting measures and initiatives to improve company innovation and productivity. As identified in *Securing Tomorrow's Prosperity*, these priority sectors are:

- Energy Technologies and Services
- Value-added Energy Products
- Agri-food
- Building Wood Products and Services
- Information and Communication Technologies
- Health and Bio Industries
- Environmental Technologies and Services
- Tourism

Strategies

3.1 Utilize Economic Development's sector teams to encourage industry growth and build market presence in Alberta's priority sectors.

3.2 Encourage the development, acquisition and application of business improvement practices through:

- Providing industry's access to technology commercialization and adoption programs, and
- Assisting Alberta companies to match capabilities to market opportunities.

3.3 Promote and develop partnerships, networks and alliances to expand capabilities and improve competitiveness.

3.4 Undertake initiatives to support industry innovation, technology adoption and productivity.

3.5 Work with industry to establish a vision for long-term growth.

3.6 In collaboration with other ministries, support implementation of policy recommendations to encourage innovation in Alberta.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Manufacturing shipments ($billions) – Annual value of all manufacturing shipments by Alberta companies within Alberta, and to other provinces and countries.	45.8	52.7	55.3	58.1
(% change)	5.0	1.0	5.0	5.0

Source:
Statistics Canada

GOAL FOUR 4

Increased exports of Alberta commodities, value-added goods and services

What it means The Ministry facilitates exports in manufactured products and professional, scientific and technical services to target markets.

Strategies

4.1 Provide strategic and competitive intelligence, market information, and knowledge to support companies in identifying and accessing market opportunities within global target markets.

4.2 Encourage the development of capabilities, products and services of export-ready Alberta businesses in international markets.

4.3 Support market entry for Alberta exporters by showcasing Alberta abroad.

4.4 Support Alberta companies pursuing capital projects financed by International Financial Institutions.

4.5 Promote and develop partnerships with appropriate government agencies (federal, provincial and municipal) to effectively leverage Ministry resources in assisting Alberta companies to increase their export trade capabilities.

4.6 Reinforce market presence in industries where Alberta is internationally established, such as oil and gas and agri-food products, and enable market penetration of closely related sectors, such as engineering services or environmental goods and services.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Manufacturing and service exports ($billions) – The value of Alberta's international exports of manufactured goods and services. (% change)	20.6 (5.9) (2003)	24.5 2.9	26.0 6.0	27.6 6.0
4.b Percent satisfied with the services of international offices (biennial survey).	92.5[1] (2002-03)	n/a	92.5	n/a

[1] The client survey for international offices is conducted every two years; results for the 2004-05 fiscal year are not yet available.

Sources:
4.a Statistics Canada
4.b Economic Development

A new performance measure has been developed for this goal: *percent satisfied with support provided to outgoing trade shows and missions* (biennial survey). A question asking overall satisfaction was introduced to the survey in 2004-05; results are not yet available.

GOAL FIVE

Increased investment in Alberta

What it means The Ministry works with individuals and companies to secure new domestic and foreign investment for Alberta, with a specific emphasis on priority economic sectors. The Ministry also facilitates the attraction and retention of economic immigrants (skilled workers and business entrepreneurs).

Strategies

5.1 Market Alberta as an attractive destination for investment to targeted companies, capital investors and economic immigrants (skilled workers and business entrepreneurs).

5.2 Target international companies within priority sectors and global markets for new or expanded investment in Alberta.

5.3 Use an enhanced Provincial Nominee Program to help address skilled worker shortages that impede industry growth and market Alberta as a destination for economic immigrants.

5.4 Target key domestic and international individuals who make critical investment and trade decisions.

5.5 Collaborate with private and public sector agencies to effectively leverage Ministry resources.

5.6 Market and promote Alberta as an attractive location for film production and investment.

5.7 Work with Alberta communities to generate investment opportunities and service investment needs.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Manufacturing and service industry investment ($billions) – The value of new capital expenditures on construction, machinery, and equipment in Alberta's manufacturing and service industries.	10.9	12.0	12.7	13.5
(% change)	(2.2)	6.0	6.0	6.0

Source:
Statistics Canada

GOAL SIX

Regional economic development support to Alberta communities

What it means Economic Development supports goal four of the *Rural Development Strategy* to ensure that rural Albertans contribute to and benefit from a diverse, sustainable and prosperous economy. The Ministry also contributes to the work of Regional Economic Development Alliances (REDA) across Alberta.

Strategies

6.1 Support the ongoing development and operations of the Regional Economic Development Alliances throughout Alberta which includes developing strategic plans and annual operating plans, and supporting regional economic development.

6.2 Provide information and advice to other regional partnerships and community economic development projects, including assistance to communities suffering from major economic setbacks (e.g., plant closures, natural disasters).

6.3 Strengthen community economic development capacity within Alberta through partnerships with the Economic Development Association of Alberta, AlbertaFirst.com and others.

6.4 Encourage participation of Aboriginal communities and organizations in Regional Economic Development Alliances and other regional initiatives.

6.5 Provide business and planning information to assist Aboriginal entrepreneurs.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Number of Alberta communities participating in regional economic alliances and partnerships	238	250	255	255
6.b Percent of REDA board members satisfied with Economic Development staff.	85	86	87	88

Source:
Economic Development

Core Business Three: Facilitate Tourism Marketing and Development

The Ministry facilitates the development of the tourism industry and marketable tourism product by undertaking research, representing tourism industry interests in policy and planning initiatives and providing information to industry that helps to position new and enhanced tourism products in Alberta.

Tourism marketing priorities are developed through the Strategic Tourism Marketing Council's three-year plan and delivered by the Travel Alberta Secretariat.

GOAL SEVEN

Increased growth and expansion of marketable tourism products

What it means The Ministry facilitates the development of tourism products and the tourism industry.

Strategies

7.1 Work with industry and stakeholders to reduce impediments to tourism growth, and ensure a policy and regulatory environment that is supportive of tourism development.

7.2 In cooperation with Community Development, encourage a more active role in the tourism industry for Provincial Parks/Recreation Areas and historical sites including private sector business opportunities that are compatible with the size and management intent of the site or facility.

7.3 Provide advisory services, expertise and information to existing tourism operators, start-up proponents and stakeholders to facilitate the development and improvement of Alberta's private and public sector tourism products and assets.

7.4 Facilitate and attract investor/entrepreneur interest and investment in Alberta's tourism industry.

7.5 Support the expansion of the tourism industry through development of new and enhanced destinations and products (including Canadian Badlands, Grande Cache area and Alberta Dinosaur Trail, and Film Tourism).

7.6 Work with First Nations and Metis interests and communities to develop Aboriginal tourism product; establish the Aboriginal Tourism Advisory Committee to provide guidance in this initiative.

Performance Measure

A new performance measure has been developed for this goal: percent satisfied with services related to tourism development. This performance measure was introduced in 2004-05. Baseline date will be collected at the end of the fiscal year, which will be used to determine targets for future years.

GOAL EIGHT 8

Increased tourism visitation from targeted Canadian and international tourism markets

What it means The Ministry, through Travel Alberta, develops and implements marketing programs that heighten awareness of Alberta as an attractive destination for tourism.

Strategies

8.1 Develop and partner marketing programs in Alberta, domestically and internationally, through Travel Alberta that support the Strategic Tourism Marketing Plan developed by the Strategic Tourism Marketing Council.

8.2 Deliver tourism marketing support services to influence travel behaviour through:

- Information dissemination and travel counseling through the Travel Alberta Contact Centre and Visitor Information Centres;
- Supporting community and regional visitor information centres through the Alberta Visitor Information Program (including the provision of customer service and travel counselor training tools);
- Administration and coordination of the Tourism Information System that supports the Travel Alberta Contact Centre, Visitor Information Centres, the TravelAlberta.com website, and publications;
- Providing tourism research to assist industry decision-making;
- Maintaining a visual images library, accessible to the industry;
- Maintaining and enhancing an effective, customer-focused Alberta tourism website; and
- Supporting the development of publications and website content.

8.3 Work with Community Development to maximize the celebration of Alberta's Centennial through joint marketing and advertising.

Performance Measures	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
8.a Total tourism revenue ($ billions)[1]	4.3	5.0	5.2	5.5
8.b Effectiveness of Tourism Marketing				
• Total enquiries to Travel Alberta (millions)				
– Visits to TravelAlberta.com, enquiries to the Travel Alberta contact centre and other methods of contact	1.5	2.2	2.3	2.4
8.c Tourism information and counseling				
• Percent satisfied with experience with Travel Alberta visitor information centres	98	98	98	98

[1] The annual value of all tourism industry revenues in Alberta, including expenditures by residents and non-residents.

Sources:
8.a Statistics Canada
8.b Economic Development
8.c Economic Development

In addition to performance measure 8.c above, two new performance measures have also been developed for Tourism information and counselling:

- *Percent satisfied with counselling received at the Travel Alberta contact centre.* A new question regarding overall satisfaction was included in the survey for 2004. Results are not yet available.
- *Percent satisfied with the TravelAlberta.com website.* A new question regarding overall satisfaction has been included in the survey for 2005.

CORPORATE SERVICES

The Ministry's core businesses are supported by an infrastructure of essential services that assist Ministry staff and facilitate business processes. Corporate services include business planning and knowledge management, strategic planning, information management, information technology, human resources, communications, and finance and administrative services. Key responsibilities include:

- Providing the skills, processes and technology to enhance the compilation of information, management and sharing of knowledge within the Ministry, and to support strategic consultation with our clients;
- Providing reliable, secure information technology services to meet the business needs of the Ministry, including the international offices, and during employee travel;
- Providing comprehensive human resource programs that influence corporate cultural changes to ensure the availability of people with the skills the Ministry requires to achieve current and future organizational and business plan goals;
- Implementing the Ministry's performance measurement framework;
- Maintaining, updating and exercising a business continuity plan to ensure timely continuation of essential Ministry business activities and functions in the event of a major disruption affecting Ministry operations;
- Ensuring that the implementation of the Ministry's information technology is aligned with government-wide standards and architectural direction; and
- Providing accurate and timely financial information to meet the needs of the Ministry and legislative reporting requirements, as well as ensuring proper controls are in place to safeguard the Ministry's assets.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Provide Strategic Economic Leadership and Business Intelligence	6,252	6,456	6,742	6,780	7,059	7,044
Increase Industry and Regional Development, Trade Promotion and Investment Attraction	27,954	24,364	24,890	28,053	30,974	31,384
Facilitate Tourism Marketing and Development	23,994	26,689	26,377	44,917	49,467	52,322
MINISTRY EXPENSE	58,200	57,509	58,009	79,750	87,500	90,750

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	14,100	14,100	14,100	-	-	-
Other Revenue	60	100	100	120	120	120
MINISTRY REVENUE	14,160	14,200	14,200	120	120	120
EXPENSE						
Program						
Ministry Support Services	4,439	4,812	4,812	4,895	4,895	4,895
Industry and Regional Development, Trade and Investment	25,760	22,325	22,825	26,331	29,241	29,691
Tourism Marketing and Development	22,111	24,189	24,189	42,160	46,700	49,500
Strategic Economic Leadership and Business Intelligence	5,761	6,183	6,183	6,364	6,664	6,664
Valuation Adjustments and Other Provisions	129	-	-	-	-	-
MINISTRY EXPENSE	58,200	57,509	58,009	79,750	87,500	90,750
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(44,040)	(43,309)	(43,809)	(79,630)	(87,380)	(90,630)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	14,160	14,200	14,200	120	120	120
Inter-ministry consolidation adjustments	(14,100)	(14,100)	(14,100)	-	-	-
Consolidated Revenue	60	100	100	120	120	120
Ministry Program Expense	58,200	57,509	58,009	79,750	87,500	90,750
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**58,200**	**57,509**	**58,009**	**79,750**	**87,500**	**90,750**
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(58,140)	(57,409)	(57,909)	(79,630)	(87,380)	(90,630)

Education

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gene Zwozdesky

Gene Zwozdesky, *Minister of Education*
March 24, 2005

THE MINISTRY

The Ministry of Education consists of the Department of Education and the Alberta School Foundation Fund. In collaboration with learners, parents and school authorities, the Ministry of Education strives to ensure opportunities for Alberta children and youth to develop foundation skills so they become contributing members of society. This 2005-08 business plan identifies how the Ministry plans to work over the next three years to enhance learning opportunities for Alberta's young people.

The Ministry of Education provides funding, assessment services, teacher certification, program standards and implementation support for the basic education system.

The Ministry of Education is defined through its vision, mission, values and principles. The Ministry's vision is its view of the future. The mission describes the Ministry's purpose and reason for existence. The values demonstrate the beliefs or traits that guide Ministry actions, and the principles identify the Ministry's method of operating.

VISION

The best Kindergarten to Grade 12 education system in the world.

MISSION

The Ministry of Education, through its leadership and work with stakeholders, ensures that students are prepared for lifelong learning, work and citizenship so that they can become self-reliant, responsible and contributing members of a democratic, knowledge-based and prosperous society.

VALUES

- **Respect**
- **Integrity**
- **Trust**
- **Openness**
- **Caring**

PRINCIPLES

Learner Centred	The highest priority of the education system is the success of the student.
Accessible	Every student in Alberta has the right of access to a quality basic education consistent with the student's needs and abilities.
Collaborative	Kindergarten to Grade 12 (K-12) education, which provides the foundation for lifelong learning, best occurs when partners and stakeholders work together to provide a holistic approach and a supportive environment.
Accountable	All those involved in the education system are accountable to Albertans for quality results, system sustainability and fiscal responsibility.
Responsive	The education system is flexible, anticipates learner needs and provides opportunities for parent and student choice.
Innovative	The education system demonstrates leading edge innovation for improved results.
Equitable	All students have equitable access to quality learning opportunities.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Starting with *Today's Advantage, Tomorrow's Promise: Alberta's Vision for the Future,* the Government of Alberta has a strategic policy framework linking long-term, medium-term and short-term plans. The alignment of the Ministry of Education's three-year business plan with the Government of Alberta's 20-year strategic plan, medium-term strategies, and three-year business plan ensures that the Ministry is contributing toward achieving the overall direction of government.

Government of Alberta 20-Year Strategic Plan

The Ministry of Education supports the achievement of the Government of Alberta's 20-Year Strategic Plan through strategies identified in this business plan, in particular the following pillar of that plan:

- **Leading in Learning** – focuses on making sure Albertans have the opportunities they need to learn, adapt and develop new knowledge and skills.

The Ministry of Education also supports the three other pillars: Unleashing Innovation, Competing in a Global Marketplace and Making Alberta the Best Place to Live, Work and Visit.

Government of Alberta Medium-Term Strategies

The Government of Alberta has Medium-Term Strategies to support the priorities of Albertans. The Ministry of Education supports many of these strategies and has direct responsibility for the following medium-term strategies, which will be implemented through the strategic priorities and strategies identified in the Ministry's 2005-08 business plan:

- **Strategic Approach to K-12 Curriculum** – focuses on ensuring that Alberta's students achieve their full potential and are well prepared for lifelong learning and global citizenship.
- **Languages Initiative** – focuses on ensuring that Albertans have the linguistic and cultural skills necessary to compete in the national and global markets and work place, including developing an adequate supply of qualified language teachers.
- **Learning and Technology Policy Framework** – focuses on providing direction, support and coordination for the effective use of technology to support learning delivery, knowledge and skill acquisition, learning system management, and research and innovation.
- **Rural Development Strategy** – focuses on providing a framework that will encourage sustained growth in rural Alberta and create opportunities to foster vibrant communities.
- **Educating Albertans to Compete in a Global Marketplace** – focuses on ensuring Alberta's basic education system has a strong international dimension.
- **Strategy for Prevention of Family Violence and Bullying** – focuses on the development of a new Provincial Response to Family Violence and Bullying, through community-based services for children and other family members, and works toward an Alberta free from family violence.

Government of Alberta 3-Year Business Plan

The Ministry of Education also ensures that its business plan is directly aligned with and supports Goal Two of the 2005-08 Government of Alberta Business Plan, which states:

- Albertans will be well prepared for lifelong learning and work.

In addition, the Ministry of Education supports other goals of the Government of Alberta Business Plan, including:

- Alberta will have a diversified and prosperous economy.
- Alberta's international competitiveness will be enhanced.
- Alberta's children and youth will be supported in reaching their potential.
- Albertans will be healthy.
- Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help.
- The well-being and self-reliance of Aboriginal communities and people will be improved.
- Alberta will have a financially stable, open and accountable government.
- Alberta will have strong and effective partnerships with local, provincial, national and international governments.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The following opportunities and challenges have been identified as the key strategic issues that could impact the Ministry's ability to achieve its vision and goals. The Ministry of Education examines these significant opportunities and challenges to determine the strategic priorities and appropriate strategies that will prepare learners for the future and enhance their learning opportunities.

A dynamic global marketplace, the diverse needs of Alberta's students, and the necessity of ensuring programs, services and delivery modes are responsive to changing social, demographic and economic needs contribute to the increasing complexity of the education system. Combined with finite resources and increased public demand for choice, these forces create a demanding environment for the achievement of education system goals and outcomes.

Readiness to Learn The readiness of children to learn when they start school is vital as we prepare young people to be lifelong learners in the 21st century. Those who are ready to learn benefit from all that school has to offer, both academically and socially. Children develop rapidly at different rates in their first few years of life. What children learn, how they learn and how much they learn depends on many factors, including cultural and environmental experiences. Alberta's education system promotes learning for all children. The learning environment must acknowledge children's diverse backgrounds, help children transition successfully and provide supports when necessary. What happens to children in their first few years of life has a profound influence on their relative success or failure in school and in life in general. A good start in life and school provides lasting benefits for every child.

Curriculum Alberta must maintain a curriculum that is at the leading edge and that prepares students for a changing and demanding world. Alberta's centralized, high quality curriculum provides students with the knowledge and skills needed to create a positive future for themselves, their families and their communities. The curriculum outlines what students are expected to learn and be able to do, in all subjects and grades. It helps students achieve their individual potential. It helps them to be active and participating citizens who understand and respect the diversity of our many cultures, our traditions of the past and our potential for the future.

Sustainability of the Education System Our education system not only shapes individual students' lives, it shapes the very nature of our society. Albertans are committed to ensuring that students have the learning opportunities they need to be active lifelong learners and contributing members of society. All education partners have a shared responsibility to find ways to sustain and build on our strong and vibrant education system. Each partner needs to help balance competing fiscal, human resource and policy priorities with rising public demand for choice, flexibility and adaptability.

Public Values and Expectations Expectations for Alberta to have an education system that is among the best in the world will continue. Everyone – from parents to students, the community, business, government, teachers and administrators – has an important and cooperative role to play in public education. Albertans value learning opportunities and expect the education system to improve continuously, respond to diverse learner needs, be fiscally responsible and be accountable for results. Albertans believe that everything in the basic education system must start and end with children and youth. A strong education system values each and every individual, instills positive values and builds tolerance and respect.

Information and Communication Technology

Technology has given Albertans the capacity to access learning opportunities at any place, any time and in a variety of modes. Technology also is changing what students learn. Information and communications technology has been integrated into learning experiences to ensure students' competitiveness in a knowledge-based economy. Students must be prepared to understand, use and apply technologies in effective, efficient and ethical ways. There are ongoing expectations for technology to provide flexible learning opportunities and the education system must ensure that investment in technology yields the greatest benefits for our students.

Transitions

The process by which children and youth move into and through the education system and into adult roles is not always simple. Students experience change at every transition point in their school careers, typically beginning with the transition from Kindergarten to Grade 1 and ending with the move from high school to post-secondary/trades/apprenticeship programs or the world-of-work. Far too many young people struggle with high school completion. While there are no easy answers or quick solutions, it is important to share effective practices and successful models that schools are using for easing transitions and for helping students complete high school so that they are ready for further studies or entry into the workforce.

STRATEGIC PRIORITIES 2005-08

The Ministry, through its review of significant opportunities and challenges, has identified the following strategic priorities for 2005-08.

1. **Leading in Learning and Skilled Workforce Initiative**

   Linkage: Goal 3

   The four key pillars of the Government of Alberta Strategic Business Plan are: Leading in Learning; Unleashing Innovation; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit. The Government of Alberta's new Leading in Learning and Skilled Workforce Initiative, which supports the four key pillars, is a collaborative partnership among government ministries, working together to ensure that an excellent learning system is available to meet the varying needs of Alberta learners of all ages and to meet the needs of a knowledge economy. The Ministry of Education, as a co-champion of this cross-ministry initiative, will work with partners and stakeholders to support Alberta's children and youth in fully reaching their potential.

2. **Every Learner Succeeds**

   Linkage: Goals 1, 2, 3

   In Alberta's classrooms, a rich and diverse mix of students have the opportunity to learn and succeed. Students should come to school well prepared and ready to learn. Within a safe, positive and caring environment, teachers use effective teaching practices to help students achieve high standards. All children should have access to quality programs but more needs to be done to address the needs of vulnerable and at-risk students to improve their chances to succeed in school and life. As students take responsibility for their own learning they need to be able to choose different pathways and different ways of learning. In turn, flexible programs and placements must be available for students to meet their needs and give them the best chance of success.

3. **First Nations, Métis and Inuit Learner Success**

   Linkage: Goal 2

   The Government of Alberta's Aboriginal Policy Initiative provides a mechanism for government ministries to work together to address matters facing Aboriginal communities and peoples in Alberta. As part of Education's commitment to the Aboriginal Policy Initiative, a key priority for the Ministry is to improve the educational success of First Nations, Inuit and Métis students in provincial schools. Through implementation of the *First Nations, Métis and Inuit Education Policy Framework* and recommendations from Alberta's Commission on Learning, the Ministry will work with Aboriginal learners and parents, Aboriginal communities and various education stakeholders to provide meaningful educational opportunities for First Nations, Métis and Inuit students in Alberta.

4. Working Effectively with Clients, Stakeholders and Partners

Linkage: Goal 3

The Ministry of Education has developed a history of successful collaboration with educators, students, parents, other key education stakeholders, and partners. The Ministry will continue this approach to ensure that the education system is adaptable, innovative and responsive to the needs of Alberta students. Furthermore, the Ministry of Education, with its partners, will co-lead the Alberta Children and Youth Initiative and the Leading in Learning and Skilled Workforce Initiative. The Ministry of Education also will support the Aboriginal Policy Initiative and the Health Innovation and Wellness Initiative.

5. International and Pan-Canadian Initiatives

Linkage: Goal 3

The key to keeping the education system strong and dynamic is to anticipate challenges and meet them with solid planning, innovation and a clear sense of direction. The Ministry of Education will continue this leadership role by strengthening intergovernmental relationships and enhancing educational opportunities beyond the province's borders, including work on a pan-Canadian assessment program, Western and Northern Canadian Protocol, an on-line learning portal, and implementing Alberta's International Education Strategy.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry of Education has identified three core businesses that are ongoing key responsibilities. Within each core business is a goal with specific outcomes that describe the end results the Ministry wants to achieve in fulfilling its mission. The Ministry also has identified strategies for 2005-08 that support the three ministry goals and the Government of Alberta Strategic Business Plan.

Performance measures indicate the degree of success the ministry has in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five per cent above the target value (except for provincial achievement tests).

Core Business One: Support High Quality Learning Opportunities in the Education System

GOAL ONE

High Quality Learning Opportunities for All

What it means

The Ministry of Education strives to provide high quality learning opportunities for K-12 learners by:

- setting policies and standards for program development,
- providing implementation support,
- enhancing programs to meet the needs of K-12 learners and
- providing funding for the education system.

High quality learning opportunities for all also means increasing the level of educational attainment by providing increased access to and participation in learning programs and promoting barrier-free learning pathways. The Ministry will continue to provide high quality learning opportunities through strategies that align with recommendations from Alberta's Commission on Learning. The following have been identified as Goal 1 **outcomes:**

- The education system meets the needs of all learners, society and the economy.
- Children at risk have their needs addressed through effective programs and supports.
- Schools are safe and caring.

Strategies

1.1 Work with stakeholders to implement government-approved recommendations from Alberta's Commission on Learning to improve the education system.

1.2 Implement the Kindergarten to Grade 12 Revisioning Plan with a focus on working with stakeholders to:

- continue to implement the second languages initiative,
- support school-based initiatives to address all components of wellness, including daily physical activity,
- continue to implement the primary programs initiative to enhance K-Grade 3 literacy and numeracy skills and
- continue to revitalize curriculum.

1.3 Implement Learner Career Pathways to improve opportunities for learners to explore career options.

1.4 Focus on using new technologies to increase program choice and access for students in rural communities.

1.5 Enrich and expand student learning opportunities through the continued implementation of the Learning and Technology Policy Framework, including the Alberta SuperNet, LearnAlberta.ca, technology standards and solutions, and related research.

1.6 Develop and support the implementation of anti-bullying strategies, programs and interventions in schools.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
The education system meets the needs of all learners, society and the economy				
1.a Employer satisfaction with the skills and quality of work of high school graduates.	86% (2003-04)	87%	n/a	TBD
Children at risk have their needs addressed through effective programs and supports				
1.b Annual drop out rate of students aged 14 to 18.	5.5%* (2002-03)	6.0%	5.9%	5.8%

Notes:

n/a	Biennial survey; no new data available in 2006-07 to report in relation to a target for that year.
TBD	Target to be set when more years of data are available.
*	The 2002-03 result is anomalous; targets are consistent with results over time.

New Performance Measures Developed for Goal 1	Baseline (2003-04)
The education system meets the needs of all learners, society and the economy	
– Student, parent, teacher, board and public satisfaction with the overall quality of basic education.	83%
– Student, parent, teacher, board and public satisfaction that students are receiving a solid grounding in language arts, mathematics, science and social studies.	83%
– Student, parent, teacher and board satisfaction with the opportunity of students to receive a broad program of studies.	80%
Schools are safe and caring	
– Student, parent, teacher and board agreement that students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly in school.	91%

Core Business Two: Support Learners to Achieve Excellent Learning Outcomes

GOAL TWO

Excellence in Learner Outcomes

What it means The Ministry of Education strives to achieve excellence in learner outcomes by supporting learners in their quest for success. This support is provided through effective implementation of provincial and school-based student assessment and by providing consultation and technical services to school authorities. Excellence in learner outcomes means that all learners are well prepared for lifelong learning, work and citizenship, and that they have the skills and knowledge to be successful. The following have been identified as Goal 2 **outcomes**:

- Learners demonstrate high standards.
- Learners complete programs.
- Learners are well prepared for lifelong learning.
- Learners are well prepared for employment.
- Learners are well prepared for citizenship.

Strategies

2.1 Implement the First Nations, Métis and Inuit Education Policy Framework according to priorities established in consultation with the First Nations, Métis and Inuit Education Advisory Committee.

2.2 Continue to support school authorities in integrating effective practices from Alberta Initiative for School Improvement projects.

2.3 Improve success for learners by enhancing early interventions and transitions between school and home, community, work and further study.

2.4 Implement a comprehensive provincial plan to increase high school completion rates.

2.5 Enhance the quality and variety of measures in the provincial student assessment programs to ensure valid, comparable information on student achievement over time.

2.6 Expand the capacity of schools to use classroom and provincial assessment results to improve teaching and learning and to provide a more comprehensive view of overall student achievement.

2.7 Work collaboratively with school authorities to improve results in schools where student achievement does not meet the provincial standards over time.

Performance Measures		Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
Learners demonstrate high standards					
2.a Students who achieved standards on Grades 3, 6 and 9 Provincial Achievement Tests.					
		A | E	A | E	A | E	A | E
Grade 3	Language Arts	82% | 15%	84% | 18%	84% | 19%	85% | 19%
	Mathematics	82% | 27%	84% | 31%	84% | 31%	84% | 31%
Grade 6	Language Arts	79% | 16%	83% | 18%	83% | 19%	83% | 19%
	Mathematics	79% | 21%	80% | 21%	81% | 21%	81% | 22%
	Science	81% | 26%	82% | 26%	82% | 26%	83% | 27%
	Social Studies	79% | 20%	80% | 21%	81% | 22%	81% | 22%
Grade 9	Language Arts	78% | 12%	81% | 15%	81% | 16%	82% | 16%
	Mathematics	66% | 19%	69% | 19%	70% | 20%	71% | 20%
	Science	68% | 13%	n/a	TBD	TBD
	Social Studies	73% | 20%	75% | 21%	76% | 21%	76% | 21%
Overall	All subjects and grades	76.6% | 18.8% (2003-04)	79.8% | 21.1%	TBD	TBD

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
Learners demonstrate high standards				
2.b Students who achieved standards on diploma examinations.	A | E	A | E	A | E	A | E
English 30-1	92% | 24%	*	*	*
English 30-2	85% | 7%	*	*	*
Social Studies 30	87% | 22%	*	TBD	TBD
Social Studies 33	82% | 13%	*	TBD	TBD
Pure Mathematics 30	85% | 27%	*	*	TBD
Applied Mathematics 30	85% | 14%	*	*	*
Biology 30	81% | 22%	*	*	*
Chemistry 30	85% | 25%	*	*	TBD
Physics 30	82% | 25%	*	*	TBD
Science 30	88% | 20% (2003-04)	*	*	*
2.c Percentage of Grade 12 students eligible for Rutherford Scholarships during high school.	25.7% (2002-03)	26%	26%	27%
Learners complete programs				
2.d High school completion rate of students within 5 years of entering Grade 10.	75% (2002-03)	76%	76%	77%
2.e High school completion rate of Albertans aged 25 to 34 (Canada = 90%).	90% (2004)	90%+	90%+	90%+
Learners are well prepared for lifelong learning				
2.f Readiness to learn: Participation of Grade 1 students in Early Childhood Services (ECS) in a prior year.	96% (2003-04)	95%+	95%+	95%+
2.g High school to post-secondary transition rate.	51% (2002-03)	51%	52%	TBD
Learners are well prepared for employment				
2.h Employment rate of Albertans aged 25 to 34 who have completed high school only (Canada = 78.5%).	81%** (2004)	83%	83%	83%

Notes:

A | E	Acceptable | Excellence – the percentages achieving the acceptable standard include the percentages achieving the standard of excellence.
n/a	Insufficient data to set target.
TBD	Target will be set when more years of data are available.
*	Results not comparable from year to year – target not available.
**	The 2004 result is anomalous; targets are consistent with results over time.

New Performance Measures Developed for Goal 2	Baseline (2003-04)
Learners are well prepared for employment	
– Parent, teacher and public agreement that students are taught the attitudes and behaviours that will make them successful at work when they finish school.	69%
Learners are well prepared for citizenship	
– Parent, teacher and student satisfaction that students model the characteristics of active citizenship.	82%

Core Business Three: Support the Continuous Improvement of the Ministry and Education System

GOAL THREE 3

Highly Responsive and Responsible Ministry

What it means The Ministry of Education strives to be a highly responsive and responsible ministry through effective and efficient policy and planning systems, management of information technology, continuous improvement and accountability systems, open and effective communication services, and financial and administrative support. Being responsive and responsible also means working collaboratively and enhancing effective communication with partners, stakeholders and Albertans. The following have been identified as Goal 3 **outcomes**:

- Improved results through effective working relationships with partners and stakeholders.
- The Ministry demonstrates leadership and continuous improvement.

Strategies

3.1 Lead and work collaboratively with partners and stakeholders to implement Alberta's International Education Strategy.

3.2 Work with intergovernmental partners, such as the Western and Northern Canadian Protocol, to further develop Alberta's unique cooperative arrangements and to further strengthen Alberta's leadership in pan-Canadian initiatives through the Council of Ministers of Education, Canada.

3.3 Co-champion both the Leading in Learning and Skilled Workforce Initiative and the Alberta Children and Youth Initiative and support the other cross-ministry policy initiatives and cross-ministry administrative initiatives.

3.4 Work with stakeholders to support the implementation of approved recommendations from the Minister's Forum on School Councils Final Report.

3.5 Work collaboratively with stakeholders to align and improve the accountability framework for the K-12 education system that assigns responsibility, reports results and manages performance.

3.6 Provide Albertans with timely, accurate and relevant information about the education system.

3.7 Improve the data collection and integration of administrative information systems.

3.8 Develop long-term human resource capacity for the Department.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Taget 2006-07	Target 2007-08
Improved results through effective working relationships with partners and stakeholders				
3.a Satisfaction of cross-ministry partners and education system stakeholders that Alberta Education staff are collaborative.	84%	84%	85%	85%
3.b Satisfaction of cross-ministry partners and education system stakeholders that Alberta Education staff are responsive and flexible.	83%	83%	84%	84%

New Performance Measures Developed for Goal 3	Baseline
Improved results through effective working relationships with partners and stakeholders	
– Parent, teacher and board satisfaction with parental involvement in decisions about their child's education.	84% (2003-04)
The Ministry demonstrates leadership and continuous improvement	
– Stakeholder, parent, teacher and board satisfaction that the leadership at the provincial level effectively supports and facilitates teaching and learning.	-
– Percentage of teachers, parents and board members indicating that the Alberta K-12 system has improved or stayed the same the last three years.	-
– Evaluation of core measure results (under development).	-

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Support High Quality Learning Opportunities in the Education System	3,078,386	3,168,625	3,232,739	3,484,510	3,631,803	3,765,684
Support Learners to Achieve Excellent Learning Outcomes	541,496	628,351	627,633	654,546	680,333	718,786
Support the Continuous Improvement of the Ministry and Education System	16,332	16,413	16,450	20,477	18,791	18,757
MINISTRY EXPENSE	3,636,214	3,813,389	3,876,822	4,159,533	4,330,927	4,503,227

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	1,311,931	1,335,650	1,329,930	1,381,230	1,422,555	1,455,555
Inter-ministry consolidation adjustments	(92,100)	(66,700)	(66,700)	(69,600)	(71,100)	(71,100)
Consolidated Revenue	1,219,831	1,268,950	1,263,230	1,311,630	1,351,455	1,384,455
Ministry Program Expense	3,633,118	3,809,827	3,873,939	4,155,433	4,325,527	4,497,127
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**3,633,118**	**3,809,827**	**3,873,939**	**4,155,433**	**4,325,527**	**4,497,127**
Ministry Debt Servicing Costs	3,096	3,562	2,883	4,100	5,400	6,100
Consolidated Expense	3,636,214	3,813,389	3,876,822	4,159,533	4,330,927	4,503,227
Gain (Loss) on Disposal of Capital Assets	(7)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(2,416,390)	(2,544,439)	(2,613,592)	(2,847,903)	(2,979,472)	(3,118,772)

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	92,100	66,700	66,700	69,600	71,100	71,100
School Property Tax	1,177,717	1,233,000	1,233,000	1,273,000	1,312,000	1,345,000
Sales of Learning Resources	35,136	32,040	26,500	33,220	34,445	34,445
Premiums, Fees and Licences	3,118	2,210	2,030	2,010	2,010	2,010
Other Revenue	3,860	1,700	1,700	3,400	3,000	3,000
MINISTRY REVENUE	1,311,931	1,335,650	1,329,930	1,381,230	1,422,555	1,455,555
EXPENSE						
Program						
Operating Support to Public and Separate Schools	3,192,380	3,325,018	3,329,343	3,508,843	3,616,924	3,745,065
Teachers' Pensions	255,156	274,664	274,664	318,664	348,705	362,105
Accredited Private Schools Support	110,876	121,240	121,240	129,117	135,600	142,200
Provincial Initiatives - Class Size	-	-	52,000	109,700	147,400	172,700
Provincial Initiatives - Other	127,122	151,587	150,727	146,827	139,554	141,747
Other Basic Education Programs	35,243	33,239	33,239	34,600	35,825	35,825
Total Basic Education Support	3,720,777	3,905,748	3,961,213	4,247,751	4,424,008	4,599,642
Less: Property Tax Support to Opted-Out Separate School Boards	(163,363)	(171,000)	(171,000)	(177,000)	(182,000)	(186,000)
Total Government Support to Basic Education	3,557,414	3,734,748	3,790,213	4,070,751	4,242,008	4,413,642
Program Support						
Ministry Support Services	20,050	20,842	20,979	25,106	23,420	23,386
Program Delivery Support	55,654	54,237	62,747	59,576	60,099	60,099
Total Program Support	75,704	75,079	83,726	84,682	83,519	83,485
Total Program Expense*	3,633,118	3,809,827	3,873,939	4,155,433	4,325,527	4,497,127
Debt Servicing Costs						
Alberta School Foundation Fund	3,096	3,562	2,883	4,100	5,400	6,100
MINISTRY EXPENSE	3,636,214	3,813,389	3,876,822	4,159,533	4,330,927	4,503,227
Gain (Loss) on Disposal of Capital Assets	(7)	-	-	-	-	-
NET OPERATING RESULT	(2,324,290)	(2,477,739)	(2,546,892)	(2,778,303)	(2,908,372)	(3,047,672)

* Subject to the *Fiscal Responsibility Act*. Total program expense includes the province's cash payments towards the unfunded pension liability (which will be eliminated under a separate legislated plan). Total program expense does not include the annual change in the unfunded pension obligations, which is a non-cash expense that does not affect borrowing requirements. The annual increases in the Ministry of Education's unfunded pension obligations are estimated to be

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
	129,573	132,000	169,334	154,000	150,000	153,000

Energy

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Greg Melchin

Greg Melchin, *Minister of Energy*
March 24, 2005

THE MINISTRY

Alberta owns 81 per cent of the province's mineral rights. The Ministry of Energy manages the development and conservation of these resources on behalf of the people of Alberta, within the province's framework for sustainable resource and environmental management.

The Ministry of Energy consists of the Department of Energy (the Department), the Alberta Petroleum Marketing Commission, and the Energy and Utilities Board. The Minister also appoints the Board members of Alberta's Independent System Operator.

The Department manages the development of provincially owned energy and mineral resources by industry and the assessment and collection of non-renewable resource revenues in the form of royalties, freehold mineral taxes, rentals and bonuses. The Department promotes development of Alberta's energy and mineral resources, recommends and implements energy and mineral related policy, grants rights for exploration and development to industry and establishes and administers fiscal regimes and royalty systems. The

Department's resource portfolio includes natural gas, conventional oil, oil sands, petrochemicals, electricity, coal and minerals. The Alberta Petroleum Marketing Commission accepts delivery of the Crown's royalty share of conventional crude oil and sells it at current market value. Unlike other energy commodities conventional crude oil royalties are paid with "in-kind" product. The Commission's operations are fully integrated within the Department and funded by the Crown.

The Energy and Utilities Board is an independent, quasi-judicial agency of the Government of Alberta with responsibility to regulate Alberta's energy resource and utility sectors. While the Board reports to the Alberta Minister of Energy, it makes its formal decisions independently in accordance with Statutes and various regulations. In 2004-05, the Board's operations were jointly funded by the Crown (40%) and by industry (60%).

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Energy contributes significantly to the four pillars of the Government of Alberta's strategic plan *Today's Opportunities, Tomorrow's Promise: A Strategic Plan for the Government of Alberta*:

Unleashing Innovation – The Ministry manages Alberta's Crown-owned energy and mineral resources to achieve maximum value and long-term sustainability of these resources. The Ministry works with industry and the Alberta Energy Research Institute to encourage technological innovation which increases production from existing conventional oil and gas pools and the development of new sources through, for example, increased oil sands production and upgrading, application of clean burning coal technologies, reduced CO_2 emissions, and the development of natural gas in coal (coalbed methane).

Competing in a Global Marketplace – The Ministry maintains a competitive fiscal and regulatory regime to encourage continued investment in Alberta's energy resources. Oil and gas industry investment reached near record levels in 2003, with $15.5 billion invested in conventional oil and gas development and $5 billion in oil sands development. Investment is a key driver of job creation and business opportunities. In 2003, energy exports, valued at $39.6 billion, accounted for 70% of the value of all Alberta exports. The Ministry will continue to promote both expanded production from Alberta's oil sands and the development of Alberta as a market "hub" for northern gas.

Making Alberta the Best Place to Live, Work and Visit – The energy industry is a cornerstone of Alberta's economy and a major contributor to the current and future prosperity of Albertans. In 2003, there were approximately 121,000 people directly employed in Alberta's upstream oil and gas, utilities and mining industries. In 2003-04, over $7.6 billion in energy revenues were collected, the second highest amount collected in the province's history, largely the result of record commodity prices. These dollars support the lack of a provincial sales tax, low personal and corporate income tax rates, and the provision of priority programs and services on which Albertans depend. Conventional natural gas has accounted for almost 70% of all energy revenues but as conventional sources decline, the Ministry will increasingly rely on oil sands production and new natural gas sources such as natural gas in coal for government revenues.

Leading in Learning – The Ministry is working with industry and the education sector to increase awareness of Alberta's energy and mineral resources, industry practices and the economic significance of the energy and mineral sectors, today and in the future. The Ministry also continues to work with other departments and industry to develop energy related education curricula and expanded training opportunities.

The Ministry of Energy links to the following Government of Alberta Business Plan goals: prosperous economy (Goal 1), financially stable government (Goal 8), and to sustaining the high quality of Alberta's environment (Goal 11). The Ministry is a significant contributor to the Cross-Ministry Economic Development and Innovation Initiative and the Aboriginal Policy Initiative and is a champion for the following medium-term strategies – the Alberta Energy Innovation Strategy, the Sustainable Resource and Environmental Management Framework, and the Mineral Development Strategy.

VISION

Alberta is a global energy leader, using its world class knowledge, expertise and leadership to develop the vast energy resources of the province and to market these resources and abilities to the world.

MISSION

Optimize the sustained contribution from Alberta's energy and mineral resources in the interests of Albertans.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Alberta's energy sector is not declining. It is on the verge of a transformation that will see Alberta emerge as a world energy capital. But it is an ambitious agenda that will face many challenges, requiring concerted effort and planning to succeed.

The world will continue to rely on energy from hydrocarbon sources for the foreseeable future. Alberta has abundant hydrocarbon reserves. The big opportunities will be in integrated approaches employing all of our hydrocarbon sources. The various components of Alberta's energy industry – conventional oil and natural gas, heavy oil, bitumen, coal, natural gas in coal, petrochemicals, and renewable sources – are tightly interconnected. Future solutions for one area of energy development may be found in other energy sources. For example the need to extract more oil from existing fields may be met by using CO_2 from oil sands production, while oil sands upgrading may provide new feedstocks for Alberta's refining and petrochemical industries.

Key to this new energy future will be the oil sands. Alberta's oil sands contain 174.5 billion barrels[1] of proven reserves that are recoverable using current technology and under current economic conditions. These reserves are second only to Saudi Arabia in terms of proven world reserves. The total oil sands resource is even larger, holding 1.6 trillion barrels[2] of bitumen in-place with its development limited only by technology. Production of marketable oil sands is expected to reach two million barrels per day in 2010 and grow to three million barrels per day by 2020. Our oil sands resource holds the potential to generate wealth for Alberta for decades to come not only through oil and bitumen exports but by supporting an array of value-added products and businesses. The development of this resource will challenge the expertise and skills of Albertans. It will require infrastructure, coordinated planning and new approaches to ensure we can develop this resource to its maximum value for the benefit of Albertans in an environmentally responsible manner.

Like oil sands, Alberta's conventional oil and gas resources also hold vast undeveloped potential. While current production of conventional oil and natural gas continues to decline, the reality is that 73% of Alberta's conventional oil and 41% of its gas remains in the ground because we lack the technology to extract it.[3] A renewed emphasis on energy research and development will be needed to develop another Alberta's worth of conventional resources left in place.

Alberta has about 34 billion tonnes of coal (all types) remaining in established reserves, representing a third huge potential resource.[4] While current annual production of coal (approximately 29 million tonnes) represents a small fraction of this resource, it presently supplies about 65% of the province's electricity needs. New technologies offer the potential for greater use of Alberta's abundant coal resources for power generation and industrial feedstocks.

New sources of energy will also play a key part in Alberta's new vision. Natural gas in coal holds significant potential to contribute to Alberta's future natural gas reserves. Natural gas in coal resources in-place are estimated by the Alberta

---

[1] Alberta's Reserves 2003, Supply and Demand Outlook 2004-2013, Alberta Energy and Utilities Board.

[2] ibid.

[3] ibid.

[4] ibid.

Geological Survey to be as high as 500 trillion cubic feet.[5] Technology to develop this resource and other sources of natural gas such as shale and tight sands could result in developable reserves as high as Alberta's conventional gas sources. Improved energy efficiency and continued development of alternative sources of renewable energy such as wind, solar, and biomass will also be needed to diversify and strengthen Alberta's overall energy portfolio.

Alberta's energy resources are expected to provide a sustained flow of revenues and economic opportunity to Albertans for many decades to come. Royalty regimes will continue to be reviewed to ensure they secure a fair share for Albertans while also attracting the investment needed to continue energy development in Alberta.

Future opportunities to develop both existing and new energy resources will result in an increased need for coordinated and environmentally sustainable planning to resolve potential conflicts with other land uses.

Alberta Energy will support implementation of Alberta's action plan on climate change while ensuring the Kyoto-related actions of the federal government do not interfere with Alberta's resource ownership responsibilities and planned energy development.

Much of Alberta's current prosperity flows from the development of provincially-owned oil and gas resources. Energy resource revenues support many of the benefits Albertans currently enjoy. Yet Albertans remain largely unaware of the potential resources beneath their feet, its challenges and opportunities, and the benefits it creates. Improved awareness and understanding is needed to support future development of energy resources and sustain benefits for future generations of Albertans. Education will also be critical to ensure future Albertans continue to lead the world in energy expertise and innovation.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the following strategic priorities have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Global Energy Leadership**

   Linkage: Goals 1, 2 and 3

   The Ministry will work with other government departments and industry to promote and develop Alberta as a "Global Energy Leader," building on Alberta's strengths in oil and gas exploration and development, oil sands production, energy transportation, refining and petrochemicals, research and innovative technologies, and the world class expertise and knowledge of Albertans.

2. **Access for Resource Development**

   Linkage: Goals 2 and 5

   Future opportunities to develop both existing and new energy resources will result in an increased need to resolve conflicts regarding other land uses. Improving delivery of government regulatory processes and reducing costs of regulatory requirements for all parties will be needed while maintaining Alberta's high environmental standards and improving Alberta's business climate. Industry compliance with regulations and standards and protecting public safety will remain priorities for the Ministry.

3. **Awareness and Understanding**

   Linkage: Goals 1, 2, 3, and 4

   The Ministry will work with industry and educators to increase Albertans' awareness of their energy and mineral resources, responsible industry practices, circumstances affecting access to the resource, technological advances in resource development and environmental management, and the importance and economic significance of the energy and mineral sectors, today and in the future.

---

[5] Alberta's Reserves 2003, Supply and Demand Outlook 2004-2013, Alberta Energy and Utilities Board.

4. Electricity Markets **Linkage: Goal 4**	Alberta is committed to an open competitive marketplace for electricity. The Ministry will continue to assess the functioning of the electricity market to encourage competitive market conditions that benefit Albertans.
5. Royalty Systems **Linkage: Goal 1**	Royalty systems will continue to be reviewed to ensure they remain competitive and Albertans continue to receive a fair share of the value of commodities. The Department will also review royalty regimes to ensure they are appropriate for future resource development and encourage enhanced resource recovery and technological innovation in the energy and mineral resource sectors.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Ministry has four core businesses:

Core Business 1: **Securing Benefits for Albertans** – Secure Albertans' share and benefits from energy and mineral resource development.

Core Business 2: **Resource Development** – Ensure Alberta's energy and mineral resources remain accessible, competitive and attractive to investment and development.

Core Business 3: **Energy for Albertans** – Ensure Alberta consumers have a choice of reliable and competitively priced energy.

Core Business 4: **Regulation of Energy Development by the Energy and Utilities Board** – Regulate the development and delivery of Alberta's energy resources and utilities services in a manner that is fair, responsible and in the public interest.

PERFORMANCE MEASURES

The Ministry's business plan focuses on outcomes rather than activities measures. Outcomes are the desired collective effect of our actions, processes, programs and outputs on the Alberta public – the owners of Alberta's resources – and the energy and mineral industries who develop the resources on their behalf. The Ministry's performance measures track progress towards achieving these outcomes. External factors such as market prices will affect the Ministry's ability to achieve some outcomes. Unless otherwise noted, the source for all data in this plan is the Ministry of Energy.

The following goals, strategies and performance measures have been established for each of the Ministry's core businesses.

Core Business One: Securing Benefits for Albertans

GOAL ONE

Optimize Albertans' resource revenue share and benefits from the development of their energy and mineral resources over the long term

What it means Albertans receive their share of energy and mineral resource development through royalties, freehold mineral taxes, rentals and bonuses paid by industry and collected by the Ministry. Alberta's resource development system is designed to capture a fair share of industry revenues from the development of provincial resources, while ensuring industry retains sufficient revenues to continue to invest in the future development of these resources.

Strategies

1.1 Continue to review Alberta's royalty regime, with a focus on oil, oil sands and natural gas, both conventional and non-conventional (natural gas in coal).

1.2 Continue to provide clear communication to industry with regards to filing information and accurate reporting.

1.3 Directly develop, manage and support, in-house, those department information management systems that are critical to ensuring Albertans continue to receive their share of resource revenues.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
1.a **Sharing the Profits from Resource Development –** Crown Revenue Share – portion of industry's annual net operating revenue that is paid to the Crown as royalty (three-year moving average).	21% (2003)	20-25% (2005)	20-25% (2006)	20-25% (2007)
1.b **Audit adjustments to industry filing and reporting** adjustments as a percentage of department resource revenues (three-year moving average).	4.1% (2003-04)	Less than 2.0%	Less than 2.0%	Less than 2.0%

Notes:

1.a Alberta's resource development system is intended to capture a fair share of the revenue from the development of resources, for the benefit of Albertans, while ensuring continued investment in the development of Alberta's resources. For oil and natural gas, an indicator of this balance is the portion of industry's annual net operating revenue that is paid to the Crown as royalty.

1.b The Department audits industry filing and reporting of information used to calculate non-renewable resource revenues to ensure it is complete and accurate. Audit adjustments are an indicator of industry's understanding of, and compliance with, the Department's reporting requirements.

Audit adjustments reported are based on total absolute value of all adjustments and are accumulated on the basis of completed audits in the current year and include prior year's filings subject to the limitations of the *Mines and Minerals Act*. Resource revenues are based on the fiscal revenues as reported in the externally audited Annual Report.

Source:

1.a Canadian Association of Petroleum Producers

Core Business Two: Resource Development

GOAL TWO 2

Maintain the competitiveness of Alberta's energy and mineral resources

What it means Alberta needs to maintain competitive fiscal and regulatory regimes that attract industry investment while ensuring Albertans receive a fair share. Predictability, certainty, stability and a well-developed infrastructure are all features that make Alberta's resource development system a strong competitor for industry investment. The Ministry assesses the current and future state of Alberta's resource commodities, identifies development opportunities, and encourages industrial integration and maximization of value-added resource upgrading in Alberta. The Ministry is also the principal advocate nationally and internationally for Alberta's interests and rights to access, develop and manage energy and mineral resources.

Strategies

2.1 Lead Alberta's strategic participation in regional, national and international energy initiatives, promoting energy trade, agreement on North American electric reliability standards, provincial participation in international energy discussions, and improved access to international markets.

2.2 Position and market Alberta as the hub for transporting northern gas.

2.3 Advocate for optimal tolls, tariffs and access to pipelines and wires that transport Alberta energy resources to North American markets.

2.4 Develop strategies for the long-term appropriate development of the oil sands with a vision of achieving production of three million barrels per day by 2020 and the creation of significant value added opportunities.

2.5 Work with Alberta Environment, Alberta Sustainable Resource Development and the Energy and Utilities Board to implement streamlined regulatory processes for responsible and sustainable resource development.

2.6 Work with Aboriginal communities, resource developers, stakeholders and other levels of government to implement the Aboriginal Policy Framework, conduct Crown consultation with First Nations and create opportunities for Aboriginal Peoples to participate equitably in the resource economy of Alberta.

2.7 Work with other departments, the Energy and Utilities Board and the Natural Resources Conservation Board to draft a single integrated regulation that incorporates mining, safety and some approvals for non-energy minerals.

2.8 Implement an e-tenure process that results in the electronic handling of applications, posting requests, bidding, transfers and agreements.

2.9 Work with other departments, stakeholders and the federal government to implement the provincial action plan on climate change, *Albertans & Climate Change: Taking Action* while ensuring the actions of the federal government do not interfere with Alberta's resource ownership responsibilities and economic development.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
2.a **Resource Development –** Upstream industry investment in Alberta.	$20.5 billion	Equal to or greater than $15 billion (2005)	Equal to or greater than $15 billion (2006)	Equal to or greater than $15 billion (2007)

Notes:

Continued investment in Alberta's energy sector demonstrates the competitiveness and attractiveness of resource development in Alberta. The Department has the ability to influence industry's investment decisions through the royalty and tax regime, approval processes, land and market access, and regulatory environment. The Department maintains a fiscal regime which is intended, over the long term, to encourage continued development of Alberta's energy resources and collect a fair share of resource development profits.

Upstream investment includes expenditures made during the exploration and development of the resource. These costs include geological and geophysical, land, drilling, field equipment, enhanced oil recovery, plants and miscellaneous development expenses.

Source:

Canadian Association of Petroleum Producers

GOAL THREE 3

Secure future energy supply and benefits for Albertans, within a growing and competitive global energy marketplace

What it means Alberta has long enjoyed an abundant supply of oil and gas. In the future, new sources of energy will be developed to ensure Alberta has a continued supply of energy. These other sources may include expanded oil sands development and cogeneration of electricity, the application of clean burning technologies to coal, natural gas in coal (coalbed methane) and the development of alternative sources of energy (wind, hydro, biomass). New technologies will also be needed to improve the recovery of our existing conventional resources. The Ministry analyzes economics and implements change, when appropriate, to the fiscal and tenure regimes to encourage improved resource recovery, development of new energy sources, or the application of new technologies. Diversification of energy sources will largely be market driven and, therefore, Alberta's energy resources must remain competitive in the broader global energy market. The Ministry works within the province's framework of sustainable development to maintain or enhance resource exploration and development opportunities in a responsible manner that protects the environment and public safety.

Strategies

3.1 Work with other ministries to develop Alberta's resources in a sustainable, integrated and environmentally responsible manner through ongoing participation in cross-government initiatives, such as the rural development initiative, the water strategy, land use framework, integrated land management and regional land use planning initiatives.

3.2 Expand our natural gas reserves by encouraging exploration in areas that have not received sufficient evaluation to date.

3.3 Lead a cross-ministry team in the development of a multi-stakeholder report outlining recommendations to enhance regulatory processes and policies for the responsible development of natural gas in coal. Inform Albertans about the consultation process and its recommendations and monitor implementation of the recommendations.

3.4 Provide strategic research direction to the Alberta Energy Research Institute and other research organizations and work with them in the implementation of the innovative energy technologies program to encourage enhanced resource recovery. Support implementation of the Alberta Energy Innovation Strategy in the areas of: oil sands upgrading; clean coal technology; increased recovery of conventional and unconventional resources; CO_2 management; water management; and alternative energy.

3.5 Encourage industry investment in new development and expanded production of Alberta's oil sands and development of new petrochemical feedstock supplies from oil sands upgrading and processing. Support research into reducing the use of natural gas and water in oil sands production, reduced environmental impact and CO_2 emissions and the development of technical solutions that allow for economic production of both resources where natural gas occurs in association with bitumen.

3.6 Lead the establishment of processes and plans with industry and departments from the Alberta and federal governments to assure the security preparedness of Alberta's energy infrastructure.

3.7 Work with industry and the education sector to increase awareness of Alberta's energy and mineral resources, responsible industry practices and new technologies, pressures affecting access to the resource, and the importance and economic significance of the energy and mineral sectors, today and in the future.

Performance Measure	Last Actual (2003)	Target 2007	Outlook 2006	Outlook 2010
3.a **Energy Resource Portfolio Diversification –** production from new sources or extended production from existing sources.				
Oil Production (thousands of bbl/d):				
Extended Oil Recovery +	146.0		112.9++	85.3++
Oil sands	853.4		1,223.4*	1,629.9*
Natural Gas Production (Tcf/yr):				
Natural gas in coal ++	.004	Additional Production	0.02**	0.26**
				Outlook 2008
Electricity Generating Capacity (MW): ++				
Natural Gas (cogeneration)	3,226.6		3,570	3,800
Oil (crude, fuel and bitumen)	7.7		8	150
Renewables (hydro, wind, biomass)	1,217.7		1,540	1,700

Note:
This measure reflects the need for increasing diversification of Alberta's energy resource portfolio to meet future energy demands.

Sources:
* Alberta's Reserves 2003, Supply and Demand Outlook 2004-2013, Alberta Energy and Utilities Board.
** National Energy Board: Canada's Energy Future Supply: Scenarios for Supply and Demand to 2025; Supply Push Scenario.
+ Includes all Ministry programs aimed at extending the productive life of mature conventional oil fields.
++ Alberta Department of Energy estimates.

Core Business Three: Energy for Albertans

GOAL FOUR

Maintain a competitive market framework that provides Albertans with competitively priced and reliable electricity and natural gas

What it means Alberta restructured its electric industry to provide an efficient, competitive marketplace for electricity that encourages the development of new power generation and offers all consumers choice and reliability of supply. Retail natural gas has been open to choice since 1996 and the Ministry continues to strengthen its provisions for retail customer choice, having recently established similar rules for the natural gas and electricity retail markets. Through the Natural Gas Price Protection Act and regulation, the Alberta government also provides consumers with relief from high natural gas prices.

Strategies

4.1 Enable and foster competitive wholesale and retail markets for electricity, and a competitive retail market for natural gas to provide Alberta consumers with choice, innovative services, reliability and competitive prices.

4.2 Provide consumers, industry and other government agencies with clear and timely communication to increase consumer understanding of Alberta's competitive marketplace for natural gas and electricity.

4.3 Develop and implement effective legislation, policy and processes to provide predictability and certainty to industry, and ensure a reliable supply to consumers.

4.4 Continue to work with the Energy and Utilities Board, Independent System Operator, the Market Surveillance Administrator, Balancing Pool and industry to ensure that the electric transmission and distribution systems are reliable and sufficient, and provide fair and open access.

4.5 Work with other ministries, industry and the education sector to encourage energy conservation and the choice of a range of energy sources, including both renewable and non-renewable.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
4.a **New Power Generation –** Margin *(MW)* between installed capacity and peak demand.	2,508 (2004)	2,680 (2005)	2,830 (2006)	2,980 (2007)
Based on following information				
Installed Generating Capacity (MW):*	*11,744*	*12,000*	*12,400*	*12,800*
*Peak Demand** (MW):*	*9,236*	*9,320*	*9,570*	*9,820*
4.b **Electricity Restructuring –** CAEM – RED Index Ranking of Alberta's Restructuring In North America.	4 (2003)	Top 10 (2005)	Top 10 (2006)	Top 10 (2007)
4.c **Annual Residential Natural Gas Price (ARGP) –** Difference between the annual average price Albertans pay for natural gas and the price paid by other Canadian jurisdictions – National Residential Natural Gas Price or NRGP ($/GJ).	-$1.75 (2004)	Annual ARGP not to exceed annual NRGP (2005)	Annual ARGP not to exceed annual NRGP (2006)	Annual ARGP not to exceed annual NRGP (2007)

Notes:

4.a Through industry investment, Alberta's net supply (margin) of electricity will be sufficient to ensure a reliable power supply.

* The sum of the maximum continuous ratings of all electricity generation facilities connected to the Alberta interconnected electric system, excluding the capacity of inter-ties with British Columbia and Saskatchewan.

** Peak Demand is the highest recorded system demand in a year as recorded by the Independent System Operator.

4.b New measures are presently being considered for electricity. The RED (Retail Electricity Deregulation) Index is compiled by the Center for the Advancement of Energy Markets (CAEM).

4.c This measure does not include Alberta's natural gas rebates.

Core Business Four: Regulation of Energy Development by the Energy and Utilities Board

GOAL FIVE

A regulatory framework for the energy and utility sectors that is fair, responsible and in the public interest

What it means The Government of Alberta has established in legislation and policy a regulatory framework intended to ensure that the discovery, development and delivery of Alberta's energy resources and utilities services take place in a manner that is fair, responsible and in the public interest. The development of broad energy policy and oversight of this framework rests with the government, particularly the Minister of Energy, who is responsible for the related legislation. The Energy and Utilities Board is responsible for implementing the regulatory process within this framework. While the Energy and Utilities Board reports administratively to the Minister of Energy, its formal regulatory decisions are made independently in accordance with the governing legislation and regulations. The Energy and Utilities Board conducts hearings and regulates the development and delivery of energy resources in Alberta. It establishes and applies technical standards for the safe and reliable operation of energy facilities while having regard for social, economic and environmental effects including resource conservation. The Energy and Utilities Board conducts inspections to ensure compliance with the regulations it administers. It also provides geoscience information and expertise needed by government, industry and the public for the stewardship and development of energy resources in Alberta. In the utility sector, the Energy and Utilities Board strives to ensure that regulated electricity and natural gas utilities provide consumers with reliable service at just and reasonable prices that also provide the owners of the regulated utilities with a reasonable opportunity of earning a fair return on their investment and recovering their costs. The Energy and Utilities Board does not regulate the wholesale commodity prices for gas and electricity.

Strategies

5.1 Streamline current regulations, requirements and processes to improve regulatory efficiency where appropriate.

5.2 Ensure industry complies with energy and utility regulatory requirements.

5.3 Resolve stakeholder conflicts and issues in a prompt and appropriate manner.

5.4 Ensure that accurate, comprehensive and current information is readily available to stakeholders.

5.5 Energy and Utilities Board will continue to work with stakeholders to address all 87 public safety and sour gas recommendations on a sustainable, measurable and reportable basis.

5.6 Continue to develop and refine Energy and Utilities Board programs that ensure the industries regulated by the Energy and Utilities Board are managing their decommissioning and reclamation liabilities appropriately.

Note: A detailed Energy and Utilities Board Business Plan is available from the Energy and Utilities Board website http://www.eub.gov.ab.ca/bbs/default.htm

Performance Measures

Energy and Utilities Board performance measures to be included in the Ministry business plan are under review. A set of detailed Energy and Utilities Board performance measures may be found on their website referenced above.

ORGANIZATIONAL CAPACITY AND EFFECTIVENESS

Successful delivery of the Ministry's core businesses depends on building and maintaining a strong organization with the knowledge and capacity to respond to changing future business and economic circumstances. A separate Organizational Capacity goal, which supports all of the Ministry's core businesses, has been established to address this requirement.

GOAL SIX 6

Build an organizational environment for success

What it means Organizational Capacity and Effectiveness addresses the challenge and importance of maintaining and building organizational capacity to respond to changing business needs. Organizational capacity means having the right resources, people, processes and tools to deliver the Ministry's core businesses.

Strategies

6.1 Implement human resource development and workforce planning strategies that enable us to retain, attract and develop our employees to ensure a competent and committed workforce that meets current and future needs.

6.2 Ensure easier access to and secure exchange of information required by industry and government. Increase the use of electronic service delivery (e-business) processes.

6.3 Re-invest in critical Ministry IT systems to ensure these systems are current and support critical operations.

6.4 Create and maintain emergency preparedness and response plans, including Business Resumption, Disaster Recovery, and Crisis Response.

6.5 Ensure that administration and accountability mechanisms enable effective management and continuous improvement.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
6.a **Industry satisfaction –** with Department services	84% (2003)	80% or higher (2005)	n/a (2006)	80% or higher (2007)
Industry satisfaction – with Department electronic information management	94% (2003)	80% or higher (2005)	n/a (2006)	80% or higher (2007)
6.b **Stakeholder satisfaction –** with Energy and Utilities Board information and access to it.	70% (2003-04)	74%	75%	75%
6.c **Energy and Utilities Board Staff Retention –** Percentage of voluntary turnover.	3.6% (2003-04)	At a level equal to or lower than that reported by industry		

Notes:

6.a Surveying is conducted every two years.

6.c Voluntary turnover is defined as all terminations excluding downsizing, layoffs, temporary staff, casual and contract employees and Energy and Utilities Board-initiated terminations. Voluntary turnover reported by industry will be obtained from the energy industry exchange group.

Source:

6.a Environics West surveys.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Securing Benefits for Albertans	37,801	36,614	36,614	37,578	37,884	38,149
Resource Development	28,669	29,496	29,496	29,615	29,852	30,057
Energy for Albertans	4,826	5,434	5,434	5,519	5,553	5,583
Regulation and Energy Development	127,840	119,768	125,668	130,234	132,234	133,234
MINISTRY EXPENSE	199,136	191,312	197,212	202,946	205,523	207,023

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Non-Renewable Resource Revenue						
Natural Gas and By-Products Royalty	5,449,575	3,373,000	6,491,000	5,418,000	4,581,000	4,021,000
Crude Oil Royalty	981,268	558,000	1,203,000	923,000	518,000	439,000
Synthetic Crude Oil and Bitumen Royalty	196,775	100,000	674,000	393,000	560,000	710,000
Bonuses and Sales of Crown Leases	966,735	694,000	1,200,000	886,000	744,000	746,000
Rentals and Fees	154,280	145,000	157,000	145,000	142,000	142,000
Coal Royalty	8,577	9,000	10,000	8,000	9,000	9,000
Alberta Royalty Tax Credit	(81,607)	(95,000)	(107,000)	(93,000)	(87,000)	(84,000)
Total Non-Renewable Resource Revenue	7,675,603	4,784,000	9,628,000	7,680,000	6,467,000	5,983,000
Freehold Mineral Rights Tax	287,912	204,000	294,000	310,000	266,000	265,000
Investment Income	1,395	1,250	1,250	1,250	1,250	1,250
Industry Levies and Licences	93,968	78,509	84,409	82,009	82,009	82,009
Other Revenue	5,324	500	500	500	500	500
MINISTRY REVENUE	8,064,202	5,068,259	10,008,159	8,073,759	6,816,759	6,331,759
EXPENSE						
Program						
Ministry Support Services	1,963	1,795	1,795	1,822	1,822	1,822
Resource Development and Management	68,869	69,714	69,714	70,855	71,432	71,932
Energy and Utilities Regulation	109,458	109,768	115,668	117,234	119,234	120,234
Orphan Well Abandonment	18,382	10,000	10,000	13,000	13,000	13,000
Valuation Adjustments and Other Provisions	464	35	35	35	35	35
MINISTRY EXPENSE	199,136	191,312	197,212	202,946	205,523	207,023
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	7,865,066	4,876,947	9,810,947	7,870,813	6,611,236	6,124,736

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	8,064,202	5,068,259	10,008,159	8,073,759	6,816,759	6,331,759
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	8,064,202	5,068,259	10,008,159	8,073,759	6,816,759	6,331,759
Ministry Program Expense	199,136	191,312	197,212	202,946	205,523	207,023
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**199,136**	**191,312**	**197,212**	**202,946**	**205,523**	**207,023**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	7,865,066	4,876,947	9,810,947	7,870,813	6,611,236	6,124,736

Environment

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Guy Boutilier, *Minister of Environment*
March 24, 2005

THE MINISTRY

The Ministry of Environment consists of the Department of Environment and the Environmental Appeals Board, which is a quasi-judicial board reporting to the Minister. In addition, three Delegated Administrative Organizations report to the Minister and operate with separate board governance and financial management. They are the Alberta Recycling Management Authority, the Beverage Container Management Board and the Alberta Used Oil Management Association.

The Ministry's authority to carry out its mandate is based on the *Environmental Protection and Enhancement Act*, the *Water Act* and the *Climate Change and Emissions Management Act*.

VISION

Alberta's environment sustains a high quality of life.

MISSION

Steward and protect Alberta's environment to sustain diverse ecosystems, healthy Albertans, strong communities and a prosperous economy.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Government of Alberta's Strategic Business Plan sets out a vision of a vibrant and prosperous province where Albertans enjoy a superior quality of life and are confident about the future for themselves and their children. A clean natural environment is a key component of this vision.

Safe and adequate supplies of water, clean air and land, together with healthy, vibrant communities are the foundations of a high quality of life and form the core of the Ministry of Environment's 2005-08 Business Plan. Our three business plan goals and related strategies are closely aligned with the goals and commitments to Albertans in the Government of Alberta Strategic Business Plan. Our commitment to sustainable resource and environmental management and the use of innovative approaches and strategies to achieve better outcomes for air, water and land, supports the government's plan. The key linkages between Environment's 2005-08 Business Plan and the Government of Alberta's Strategic Business Plan are highlighted below.

Core Business 1: Assuring Environmental Quality
- Goal 1: Alberta's environment is clean and safe
- Goal 2: Albertans receive effective and efficient services

Core Business 2: Sharing Environmental Management and Stewardship
- Goal 3: Albertans work with others to safeguard the environment

Strategic Priorities
- Sustainable Resource and Environmental Management Framework
- Water
- Climate Change
- Staff Capability

Strategies

Work with other ministries and stakeholders to develop and implement an improved sustainable resource and environmental management framework by:
- Developing shared environmental outcomes, performance measures and information systems
- Developing government-wide integrated policies for resource and environmental management
- Sharing responsibility for the environment through cooperation and partnerships
- Implementing place-based environmental management
- Implementing a monitoring, reporting and evaluation framework for environmental quality
- Developing additional regulatory and non-regulatory tools and incentives to encourage, support and reward effective environmental performance
- Continuing to streamline the energy, environmental and resource management regulatory system
- Implementing *Water for Life: Alberta's Strategy for Sustainability*
- Implementing *Albertans & Climate Change: Taking Action*
- Managing provincially owned water management infrastructure

Unleashing Innovation

Government's Medium-Term Strategy
- Sustainable Resource and Environmental Management Framework

Cross-Ministry Initiative
- Economic Development and Innovation Initiative

Competing in a Global Marketplace

Government's Medium-Term Strategies
- Climate Change Strategy
- Sustainable Resource and Environmental Management Framework

Making Alberta the Best Place to Live, Work and Visit

Government's Medium-Term Strategies
- Sustainable Resource and Environmental Management Framework
- *Water for Life: Alberta's Strategy for Sustainability*
- Land Use Framework
- Integrated Land Management Program

Cross Ministry Initiative
- Aboriginal Policy Initiative

Government's 2005-08 Business Plan Goals
- Goal 11 - The high quality of Alberta's environment will be sustained
- Goal 14 - Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

Leading in Learning

- Assist Albertans to achieve their full potential and to foster a superior quality of life for Albertans
- Encourage broader awareness and stewardship of the environment

VALUED BEHAVIOURS

The Ministry's values are reflected in our corporate and individual behaviors. They define how we treat our stakeholders, clients, partners, the public and each other.

1. **Respect** – We trust each other, respect the opinions of others, and others respect us.
2. **Knowledge** – We value informed decision-making based on clear problem definition, appropriate context, and shared information and analysis.
3. **Continuous Learning** – We acquire new skills that increase our capacity for improvement and innovation, and our ability to achieve corporate and personal goals.
4. **Shared Responsibility** – We work collaboratively with others to achieve environmental goals.
5. **Integrity** – We follow through on our commitments, providing reliable and ethical service.
6. **Leadership** – We model the way forward while encouraging and enabling others to be leaders.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Albertans value their environment for the ecological, economic, recreational and social benefits it provides. They expect a safe and sufficient supply of water, clean air and productive land. They want their environment to be managed and protected, as a legacy for future generations. Albertans also expect greater participation in shaping government policy and delivering the programs that affect the quality of their lives.

In Alberta, we are facing increasingly complex environmental challenges. We are beginning to experience water shortages and competing demands for the use of water and land, fuelled by strong growth in our economy and population. The human "footprint" and the cumulative impact on our water, air and land are becoming more evident.

Environmental issues are increasingly cutting across ministries, sectors and jurisdictions. Co-operative action at the local, regional, provincial, national and international levels is essential for effective environmental management. In particular, there is a need for outcome-based management systems, integrated sustainable resource and environment management policies, and streamlined regulatory processes. There is also a continued requirement for cost-efficiency, risk management and accountability for results.

To effectively meet these challenges and public expectations, the Ministry is becoming more focused on achieving outcomes through innovative partnerships, processes and tools. We are implementing an improved sustainable resource and environmental management framework that is focused on environmental outcomes. We are working with other ministries and stakeholders to:

- Establish a **government-wide vision**, shared goals and integrated environmental policies, with implementation across ministries;
- Use a **"place-based" approach** to integrate demands on resources, take into account cumulative effects on the environment in decision-making, and choose management practices based on environmental boundaries;
- Work collaboratively on the principle of **shared responsibility** for the environment;
- Establish **a more comprehensive, flexible set of regulatory and non-regulatory tools and incentives** to encourage, support and reward effective environmental performance; and
- Work to **continuously monitor and improve all environmental standards, practices and outcomes**.

We are placing a strong emphasis on the knowledge needed to understand the complex nature of Alberta's environment. We are linking this knowledge to a management system that is driven by clear, concrete environmental outcomes and performance measures. Achieving these outcomes will be supported by integrated policies across government, sound standards, effective delivery of programs and services, open and transparent performance assessment, and ongoing adaptation for improvement.

The Ministry will use educational tools and a diverse array of collaborative relationships with many parties, including other ministries, industry, non-government organizations, other governments and the academic-scientific-technical community. These relationships will be based on clear roles and responsibilities for assuring Alberta's environment is well managed and protected.

This transition represents a fundamental change in how the Ministry manages and protects the environment. The improved sustainable resource and environmental management framework recognizes the need to link a sound understanding of the environment with integrated policies and approaches to achieve desired environmental outcomes. The Ministry remains responsible for ensuring that policy and regulatory frameworks and the information and knowledge systems that are needed to achieve our vision for Alberta's environment are available to motivate and support individuals, industry and communities.

STRATEGIC PRIORITIES 2005-08

The Ministry's review of environmental factors identified the strategic priorities described below.

1. **Sustainable Resource and Environmental Management Framework**

   Linkage:
   Goals 1, 2 and 3

Alberta has outcome-based management systems, integrated sustainable resource and environmental management policies, and streamlined regulatory processes

The Ministry is committed to continuously improve Alberta's environment and our business climate by working collaboratively with other ministries and stakeholders to implement an improved sustainable resource and environmental management framework including:

- Developing shared outcomes;
- Integrating policies;
- Delivering efficient and effective services to Albertans;
- Providing reliable and accessible environmental data and information;
- Reducing regulatory duplication and overlap among regulators; and
- Enhancing Albertans' awareness, understanding and wise use of our environment through environmental education.

Effective environmental management also requires performance measurement, risk management and program evaluation to demonstrate progress to Albertans in achieving environmental outcomes and goals.

2. **Water**

   Linkage:
   Goals 1, 2 and 3

Albertans have a safe and sustainable supply of water

The Ministry is responsible for water policy and legislation and with its partners effectively manages the quality and quantity of our water resources and ensures thriving aquatic ecosystems. Our priority is to implement the provincial water strategy *Water for Life: Alberta's Strategy for Sustainability*.

3. **Climate Change**

Linkage:
Goals 1 and 3

Alberta takes effective action on climate change

The Ministry, with other governments and stakeholders, works toward innovative and practical long-term solutions. Our priority is to implement the provincial action plan on climate change, *Albertans & Climate Change: Taking Action*, including:

- Taking immediate action to reduce greenhouse gas emissions; and
- Making strategic investments that help Alberta respond to climate change while developing a competitive Alberta economy.

4. **Staff Capability**

Linkage:
Goals 1, 2 and 3

Albertans receive exceptional leadership and service from Ministry of Environment staff to assure effective environmental management

The Ministry is dedicated to developing all employees and enhancing their leadership capacity. Our People Plan supports the new role for staff in the improved sustainable resource and environmental management framework through leading, learning and healthy workplace strategies. The Ministry aligns its human resource practices with the Government of Alberta's goals and priorities.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Assuring Environmental Quality

The Ministry ensures that our environment is clean and safe for current and future generations of Albertans. Ministry programs that support this core business include approvals, compliance and enforcement, monitoring and evaluation, standards, water operations, business planning and performance, policy development and innovation, and reclamation and emergency preparedness.

GOAL ONE

Alberta's environment is clean and safe

What it means

The environment contributes to the high quality of life of current and future generations of Albertans. The Ministry provides assurance that the air, land and water support healthy communities, industry performance, recreation and tourism in Alberta. The Ministry effectively manages environmental risks and ensures a rapid and co-ordinated response to environmental emergencies.

Strategies

As part of implementing an improved Sustainable Resource and Environmental Management Framework:

1.1 Work with other ministries and stakeholders to further develop shared environmental outcomes and information systems that enable Albertans to access information on the environment in a timely manner.

1.2 Under the guidance of the Sustainable Development Coordinating Council, collaborate with other ministries to develop, implement and assess cross-ministry policies and strategies including *Alberta's Commitment to Sustainable Resource and Environmental Management*.

1.3 Implement a monitoring, reporting, and evaluation framework for air, water and land.

Water

1.4 Work with other ministries, governments and stakeholders to begin to implement Alberta's Water Strategy, *Water For Life: Alberta's Strategy For Sustainability*, including:

- Developing and implementing a phased, long-term strategy to protect Alberta's drinking water;
- Developing water management objectives and priorities for watershed plans to sustain aquatic ecosystems, and enable sustainable economic development; and
- Supporting best management practices in sectors to improve the efficiency and productivity of water use.

1.5 Support Alberta's water infrastructure sustainability by:

- Operating and maintaining provincially owned water infrastructure;
- Developing and implementing a management and reporting system; and
- Working with municipalities and other ministries to respond to needs for infrastructure improvements.

1.6 Respond to water concerns raised by Albertans and review current policy and regulations for coalbed methane development.

1.7 Effectively manage the impact of droughts, floods and toxic spills in coordination with Emergency Management Alberta.

Land

1.8 Contribute to the development and implementation of an effective government-wide provincial land use strategy.

1.9 Develop and implement a comprehensive Waste Strategy to demonstrate leadership in resource conservation and reduce waste generation and disposal.

1.10 Resolve contamination and liability issues through flexible tools and incentives to promote the restoration of contaminated sites to productive use.

Air

1.11 Enhance Alberta's comprehensive air management system by updating policies to maintain and improve Alberta's air quality.

1.12 Implement the recommendations of the Clean Air Strategic Alliance Electricity Project Team as part of the overall air emissions management system.

Climate Change

1.13 Initiate actions that make Alberta a leader in energy efficiency improvements, carbon management strategies and adapting to climate change and variability.

Staff Capability

1.14 Enhance leadership capacity, knowledge and skills throughout the Ministry to support continuous improvement in environmental performance.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
1.a **Drinking Water Safety Indicator** Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities in the way that they are operating the facilities and reporting on analytical results. The indicator is comprised of three separate sub-measures: The Facility Design Standards Measure is the number of facilities meeting the most recent design standards (FDS); The Facility Operational Requirements Measure is the number of incidents where regulatory requirements have not been met that could lead to water quality incidents (FOR); and the Water Quality Measure is the number of water quality incidents (WQ).	FDS:377 FOR: 20 WQ: 31 (2003-04)	FDS: 413 FOR: 20 WQ: 31	FDS: 425 FOR: 15 WQ: 29	FDS: 448 FOR: 10 WQ: 27
1.b **River Water Quality Index** Evaluates the water quality of six major Alberta rivers at key sites, based on monthly data on four groups of variables (metals, bacteria, nutrients and pesticides), which are combined to provide an indication of overall water quality. The index shows the relative differences in quality between rivers, between sites on the same river (e.g., stations upstream and downstream of major cities), and over time.	5 out of 6 river systems have "good" to "excellent" water quality (2003-04)	6 out of 6 river systems have "good" to "excellent" water quality	6 out of 6 river systems have "good" to "excellent" water quality	6 out of 6 river systems have "good" to excellent" water quality
1.c **Air Quality Index** Evaluates the quality of Alberta's air using five major pollutants: carbon monoxide, nitrogen dioxide, ozone, sulphur dioxide, and fine particulate matter - PM$_{2.5}$. The Air Quality Index is calculated at ten continuous monitoring stations, three each in Edmonton and Calgary, and one in each of Fort McMurray, Fort Saskatchewan, Lethbridge and Red Deer.	"Good" air quality days 96% of the time (2003)	"Good" air quality days 97% of the time	"Good" air quality days 97% of the time	"Good" air quality days 97% of the time
1.d **Effective Water Management Infrastructure** Includes headworks, dams and irrigation canals. Measures the physical condition (PC), utilization (U), and functional adequacy (FA) of provincially owned water management infrastructure. Baselines are being updated or established in 2004-05.	PC: 96% (1999) U: Establish baseline FA: 99% (1999)	PC: Maintain baseline U: Maintain baseline FA: Maintain baseline	PC: Maintain 2005-06 value U: Maintain 2005-06 value FA: Maintain 2005-06 value	PC: Maintain 2006-07 value U: Maintain 2006-07 value FA: Maintain 2006-07 value
1.e **Community Flood Risk Mapping** Measures the number of flood risk mapping reports completed (R), and flood risk maps available on Environment's web site (W) for communities identified as having a flood risk. Flood risk mapping requires integration of the hydrological assessment of the flood risk, topographic data, historical flood records assessment, hydraulic modeling and model mapping to terrain maps. This is followed by municipality review, consultation on designation and community assistance (such as educational packages, information open houses, development of appropriate bylaws and other related activities).	R: 34 W: 35 (2003-04)	R: 36 W: 35	R: 38 W: 37	R: 40 W: 39

GOAL TWO

Albertans receive effective and efficient services

What it means The Ministry has the capacity, tools, and frameworks that effectively support achievement of environmental outcomes. The Ministry and its partners provide excellent service to stakeholders, clients and the public.

Strategies

As part of implementing an improved Sustainable Resource and Environmental Management Framework:

2.1 Develop and utilize additional regulatory and non-regulatory tools and incentives to encourage, support and reward effective environmental performance.

2.2 Increase capacity to deliver timely and coordinated regulatory approval and environmental assessment programs to meet the expanding needs of the economy and enhance Alberta's high level of environmental protection.

2.3 Deliver compliance assurance education awareness activities to increase understanding of regulatory requirements and maintain high levels of compliance across the province.

2.4 Implement frameworks for performance measurement, policy and program evaluation, and risk management to support effective performance management.

2.5 Improve department response systems to ensure effective and efficient handling of environmental concerns raised by Albertans.

2.6 Support Service Alberta by improving access to ministry services and implementing Service Alberta's service excellence tools.

2.7 Implement the Information Technology Framework to address the priority information needs of the Ministry, stakeholders and clients.

2.8 Encourage broader awareness and stewardship of the environment including enhancing the use of educational tools to support delivery of the sustainable resource and environmental management framework

2.9 Implement a framework for fees and charges that provide incentives to achieve positive environmental outcomes.

2.10 Improve department wide business continuity planning and preparedness, including implementation of a technical disaster recovery plan, in conjunction with Emergency Management Alberta.

2.11 Implement the Records and Information Management Strategic Plan.

2.12 Sustain and enhance the networks required to monitor environmental conditions.

Water

2.13 Enable delivery of a broad range of water management tools and techniques.

2.14 Continue to improve the tools available to municipalities for flood risk avoidance.

Staff Capability

2.15 Improve staff capacity to provide effective service through increased knowledge, skills and tools.

2.16 Support and implement a succession management framework in the department.

Performance Measure	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a **Stakeholder Satisfaction with Ministry Services** Percentage of stakeholders satisfied with Ministry programs and services based on survey results.	New (2004-05)	Baseline +2%	Baseline +3%	Baseline +4%

Core Business Two: Sharing Environmental Management and Stewardship

Ensuring a high quality environment is a shared responsibility. The Ministry is committed to working with citizens to manage the environment for the benefit of current and future generations in Alberta. This includes sharing timely and credible information about the environment, so that Albertans can make informed decisions. Ministry programs that support this core business include *Water for Life*, climate change, educational awareness, integrated resource management, intergovernmental relationships and partnerships and ministry support services.

GOAL THREE

Albertans work with others to safeguard the environment

What it means The Ministry works collaboratively with other ministries, governments, organizations, associations and communities to effectively manage the environment. With knowledge and opportunity, Albertans can be actively involved in caring for the environment.

Strategies

As part of implementing an improved Sustainable Resource and Environmental Management Framework:

3.1 Share responsibility for the environment and an improved management framework through cooperation and partnership with other ministries and stakeholders.

3.2 Work with other governments on a national environmental sustainability framework, national and international climate change and other priority issues.

3.3 Collaborate with the federal government, provinces and territories through the Canadian Council of Ministers of the Environment in support of Alberta's high quality environment.

3.4 Develop and enable new partnerships in education, organics, pollution prevention, water management and environmental stewardship.

3.5 Continue to work with provincial and local authorities and industry to clarify protocols for emergency response.

3.6 Complete and implement Ministry guidelines for Aboriginal consultation to ensure appropriate and effective consultation with Aboriginal communities in the Ministry's regulatory processes.

3.7 Implement place-based environmental management that recognizes natural boundaries for water, land and air including the Northern East Slopes Strategy and the Southern Alberta Sustainability Strategy.

3.8 Support the Cumulative Environmental Management Association's activities and their input to the implementation of the *Regional Sustainable Development Strategy* for the Athabasca Oil Sands by providing ongoing support through staff participation in Association working groups and representation on the Management Committee.

Water

3.9 Help water-use sectors to develop and implement water conservation plans to meet Alberta's water conservation targets.

3.10 Work with stakeholders to implement recommendations from the Advisory Committee on Water Use Practice and Policy pertaining to the reduction or elimination of freshwater use in oilfield injection activities.

3.11 Support Watershed Planning and Advisory Councils to continue watershed management plans.

3.12 Educate Albertans on the value of water to the economy and quality of life.

3.13 Support the work of the Alberta Water Council on watershed management issues in the province.

Air

3.14 Enable the formation and development of airshed zones.

3.15 Collaborate through the Clean Air Strategic Alliance to develop plans for maintaining and improving Alberta's air quality.

Climate Change

3.16 Implement the provincial strategy, *Albertans & Climate Change: Taking Action* by working with other governments and stakeholders on innovative and practical long-term solutions to address the risks of climate change.

Staff Capability

3.17 Ensure Environment staff members have the knowledge, skills and opportunity to be strategic facilitators and relationship builders.

Performance Measures	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
3.a **Municipal Solid Waste to Landfills** Indicates Alberta's progress towards meeting continuous reduction of municipal solid waste placed in landfills as measured in kilograms of waste per capita. Annual targets will be based on a 2010 goal to reduce volume of waste disposed in landfills to 500 kilograms per capita.	793 kg per capita	790 kg per capita (2005)	770 kg per capita (2006)	690 kg per capita (2007)
3.b **New Renewable and Alternative Energy Generation** Indicates Alberta's progress towards meeting the goal for increasing the renewable and alternative energy portion of total provincial electricity sales.	1.2%	1.5% (2005)	2.5% (2006)	3.5% (2007)
3.c **Beverage Container Return Rate** Measures the return rate of beverage containers each year based on sales and returns.	80%	85% (2005)	85% (2006)	85% (2007)
3.d **Used Oil Recovery Rate** Measures the recovery rate of used oil each year expressed as a percentage of the estimated volume of recoverable oil and quantity recovered.	73%	75% (2005)	75.5% (2006)	76% (2007)

Water Use Efficiency and Productivity Indicator (under development)
Compares the amount of water used in relation to economic productivity and population growth. Targets will be determined relative to a 2015 target of 30% improvement over 2005 level.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Assuring Environmental Quality	83,431	88,987	89,167	97,416	98,716	97,666
Sharing Environmental Management and Stewardship	38,653	35,667	43,167	40,426	39,026	38,006
MINISTRY EXPENSE	122,084	124,654	132,334	137,842	137,742	135,672

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	2,362	5,005	5,005	5,425	4,225	3,175
Premiums, Fees and Licences	1,693	2,320	2,320	2,322	2,622	2,622
Other Revenue	1,564	844	1,024	1,081	1,081	1,081
MINISTRY REVENUE	5,619	8,169	8,349	8,828	7,928	6,878
EXPENSE						
Program						
Approvals	13,182	14,437	14,437	15,082	15,082	15,082
Compliance and Enforcement	8,349	8,883	8,883	9,433	9,433	9,433
Monitoring and Evaluation	15,952	14,768	14,668	17,179	19,179	19,179
Standards	5,031	5,147	5,147	5,560	5,560	5,560
Water Operations	11,581	13,413	13,693	14,414	14,414	14,414
Business Planning and Performance	2,172	2,890	2,890	2,543	2,543	2,543
Policy Development and Innovation	7,612	5,983	5,983	8,819	9,319	9,319
Reclamation and Emergency Preparedness	2,362	5,005	5,005	4,925	3,725	2,675
Water for Life	-	5,000	5,000	5,127	5,127	5,127
Climate Change	5,847	6,031	6,031	5,057	5,057	5,057
Educational Awareness	3,596	3,202	3,202	3,246	3,246	3,246
Integrated Resource Management	5,889	7,351	7,351	7,391	7,391	7,391
Intergovernmental Relationships and Partnerships	5,595	2,032	8,032	3,510	3,510	3,510
Ministry Support Services	11,811	11,952	13,452	15,996	14,596	13,576
Amortization of Capital Assets	17,190	18,461	18,461	19,461	19,461	19,461
Valuation Adjustments and Other Provisions	5,915	99	99	99	99	99
MINISTRY EXPENSE	122,084	124,654	132,334	137,842	137,742	135,672
Gain (Loss) on Disposal of Capital Assets	177	-	-	-	-	-
NET OPERATING RESULT	(116,288)	(116,485)	(123,985)	(129,014)	(129,814)	(128,794)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	5,619	8,169	8,349	8,828	7,928	6,878
Inter-ministry consolidation adjustments	(2,362)	(5,005)	(5,005)	(5,425)	(4,225)	(3,175)
Consolidated Revenue	3,257	3,164	3,344	3,403	3,703	3,703
Ministry Program Expense	122,084	124,654	132,334	137,842	137,742	135,672
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**122,084**	**124,654**	**132,334**	**137,842**	**137,742**	**135,672**
Gain (Loss) on Disposal of Capital Assets	177	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(118,650)	(121,490)	(128,990)	(134,439)	(134,039)	(131,969)

Executive Council

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ralph Klein

Ralph Klein, *Premier*
March 23, 2005

THE MINISTRY

Programs within the Ministry of Executive Council include:

- Office of the Premier/Executive Council – leads government's long-term strategic planning, facilitates cross-ministry policy coordination; provides administrative support to Executive Council (Cabinet) and its members and committees, the Alberta Order of Excellence Council and the Office of the Lieutenant Governor. Executive Council also operates the Protocol Office, which provides programs for senior international visitors and protocol advice for provincial government ceremonial events.
- Office of the Chief Internal Auditor – provides centralized internal audit services to government in order to identify and recommend improvements to ministry operations and fiscal management.
- Public Affairs Bureau – helps government communicate with Albertans by assigning staff to communications branches across government and coordinating government-wide communications for priority initiatives and during emergencies; provides Albertans with two-way access to government through central communications and information resources for government such as the Service Alberta Contact Centre, Alberta Connects and the Government of Alberta home page; and publishes and sells Alberta's laws and other materials through the Queen's Printer.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Executive Council leads development of the Government of Alberta Strategic Business Plan as a whole, coordinates ministries' efforts on cross-ministry initiatives, and helps ministries accomplish their business plan objectives by providing assurance and advisory services through the Office of the Chief Internal Auditor and communications support through the Public Affairs Bureau. In addition to providing overall direction and support for all goals identified in the Strategic Business Plan, Executive Council is specifically linked to Goal 8 (Albertans will have a financially stable, open and accountable government).

OFFICE OF THE PREMIER/EXECUTIVE COUNCIL

The purpose of the Office of the Premier/Executive Council is to provide support to the Premier and Executive Council, lead government's long-term strategic planning, facilitate cross-ministry policy coordination and provide administrative support to Executive Council and its members and committees, the Alberta Order of Excellence Council and the Office of the Lieutenant Governor. The Protocol Office provides programs for senior international visitors and protocol advice for provincial government ceremonial events.

OFFICE OF THE CHIEF INTERNAL AUDITOR

VISION

The Office of the Chief Internal Auditor will be recognized as delivering high quality internal audit services with objectivity and professionalism. The Office will help ministries improve their operations as they provide programs and services to Albertans.

MISSION

The mission of the Office of the Chief Internal Auditor is to provide objective and independent assurance and advisory services to the Government of Alberta (including all of the departments and agencies, boards and commissions) regarding the systems, processes and controls used to identify and mitigate risks and identify improvements.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The challenge for this Office is to establish a proven track record in helping government and its ministries in identifying and mitigating risks in their systems, processes and controls. The Office will accomplish this by building relationships with management and identifying opportunities to improve efficiency and effectiveness and improve information used for decision-making. The work of the Office is designed to avoid duplication of the work conducted by the Office of the Auditor General, who reports to the Legislative Assembly.

STRATEGIC PRIORITIES 2005-08

The Office was established in mid-2003 and will complete its first full operating period for the year ended March 31, 2005. The Office's strategic priorities are to:

1. Continue to establish internal processes and methodologies to help carry out the Office's mandate.
2. Complete the recruitment and development of professional audit staff.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Provide centralized, internal audit services to government

GOAL ONE

Perform internal audits, on a risk-prioritized basis, across the Government of Alberta and its ministries in order to identify and recommend improvements to their operations and fiscal management

What it means The government and Albertans will benefit through increased efficiencies and effectiveness in government administration, programs and services.

Strategies

1.1 Work with all ministries to develop an appropriate audit scope to cover the operation of each ministry.

1.2 Meet all professional standards for the practice of internal auditing.

1.3 Recruit and retain staff with the skill set required to meet the Office's mandate.

Performance Measures

Under development. The Office of the Chief Internal Auditor will work to develop a survey method and targets for the following performance measures:

- ministry satisfaction with internal audit services; and
- internal Audit Committee evaluation of internal audit services.

PUBLIC AFFAIRS BUREAU

VISION

The Public Affairs Bureau strives to be a centre of communications excellence and one of Albertans' preferred choices for news and information about their government's policies, programs and services.

MISSION

The mission of the Public Affairs Bureau is to help the government communicate effectively with Albertans by providing quality, coordinated and cost-effective communications services.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Reaching a diverse audience: The diverse information needs of Albertans and the diverse nature of Alberta communities in general present a key challenge for Alberta government communications. Government information on any given initiative needs to reach urban and rural Albertans, different age groups, recent immigrants with developing English language skills, or disabled Albertans in need of alternative format communications.

This diversity is compounded by the growing use of alternative media as a preferred way to access news and information. For example, a study of newspaper readership in Canada shows that roughly 54 per cent of adults read a newspaper on an average weekday (NADbank study, 2003). Others choose to get the information they need through weekly newspapers, television, radio or media published for specific interest groups such as seniors, ethnic communities or Aboriginal people. An increasing number of Albertans also turn to online resources for information on government programs and initiatives.

Communications initiatives in this plan include strategies to increase the reach of government information to cover the widest possible number of public information points. This includes strategies that focus more on informational advertising through alternative and special audience media.

Keeping pace with e-communications developments: While electronic communications vehicles such as the Internet offer considerable information opportunities, they also demand constant upgrading and redevelopment. Government communications must adapt as Albertans' use of, and expectations surrounding, e-communications increase. Development must also balance factors such as cost and practicality of new technology, and must ensure that Albertans who do not use e-communications vehicles can still get the information they need. E-communications improvements included in this plan are designed to balance those factors.

STRATEGIC PRIORITIES 2005-08

Through the review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the ministry. They are also in addition to ongoing work to communicate steps being taken to achieve the government's 20-year strategic plan. Bureau staff will continue to assist ministry clients working on all four pillars of the plan: Unleashing Innovation; Leading in Learning; Competing in a Global Marketplace; and Making Alberta the Best Place to Live, Work and Visit.

1. **Provide Albertans with the information they need to participate in 2005 Centennial celebrations.** **Linkage: Goals 1 and 2**	Numerous events and communications initiatives throughout 2005 will include a Centennial component. This includes the Alberta Royal Visit in May 2005, events leading up to and on the province's main celebration on September 1, 2005, and Centennial medallion programs.
2. **Ensure Albertans are aware of opportunities available to themselves and their families.** **Linkage: Goals 1 and 2**	Bureau staff will communicate programs and initiatives designed to enhance the opportunities, economic competitiveness and quality of life enjoyed by Alberta communities and the province as a whole, both now and in the future.
3. **Help to communicate Alberta's position on national and international issues.** **Linkage: Goals 1 and 2**	The Bureau will provide support to the government's communications with other jurisdictions to ensure Alberta's voice is heard on national and international matters that could affect opportunities for Albertans or the economic competitiveness of the province as a whole. It will also help support the government's role in promoting the interests of Alberta's agricultural industries nationally and internationally, particularly in light of BSE cases in Alberta.

4. **Provide disadvantaged and vulnerable Albertans with information on available programs and supports.**

Linkage: Goals 1 and 2

Communications staff will work to ensure disadvantaged Albertans, and those who are vulnerable or at risk, are aware of Alberta government programs and supports, and of opportunities for change and development.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Help government ministries communicate with Albertans

Includes supplying professionals to ministries to develop and implement communications programs, providing communications planning and consulting to government, and coordinating communications for priority initiatives and during public emergencies.

GOAL ONE

Increase communications with Albertans in the areas they identify as top priorities

What it means Albertans have said they want comprehensive, two-way communication about the government programs and services that matter most to them. They also have a right to receive clear facts about the issues faced by the province so they can form their own opinions about how they want government to handle those issues. Achieving this goal ensures Albertans receive clear and timely communications from government.

Strategies

1.1 Provide communications coordination and support to Alberta's 2005 Centennial celebrations, including year-long programs such as commemorative medallion programs and official celebrations in September. Provide communications coordination and support to the Alberta Royal Visit in May 2005.

1.2 Assist client ministries in communicating initiatives that enhance the opportunities, economic competitiveness and quality of life enjoyed by Albertans, both today and in the future. This includes areas such as K-12 and post-secondary education, health care, capital investments in infrastructure and transportation, economic development, energy and the environment.

1.3 Support the government in its work to ensure Alberta's voice is heard on national and international matters that could affect opportunities for Albertans or the economic competitiveness of the province as a whole.

1.4 Work to ensure disadvantaged Albertans, and those who are vulnerable or at risk, are aware of Alberta government programs and supports, and of opportunities for change and development. This includes programs for children and families, violence prevention initiatives, labour market programs, services for seniors and community development initiatives.

1.5 Assist client ministries with public feedback and consultation initiatives to ensure stakeholder groups and individual citizens have opportunities to offer ideas and ask questions about government plans and initiatives.

1.6 Provide communications support to other government initiatives, as they arise.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Public satisfaction with government communications in priority areas	64%	75%	75%	75%
1.b Government client satisfaction	94%	95%	95%	95%
1.c Alberta Connects (e-mail inquiry response system) efficiency	95%	95%	95%	95%

Core Business Two: Provide Albertans with two-way access to government

Includes operating the Service Alberta Contact Centre, managing the Government of Alberta website and Alberta Connects programs, distributing government news releases, and providing technical support for major government news conferences and announcements.

GOAL TWO

Make government information more accessible

What it means Albertans have said they want effective two-way communications from their government. The increased use of e-communications, e-mail and the Internet across the province has shaped Albertans' expectations for quick and convenient access to information on government programs and services. This goal ensures that two-way communications vehicles are continually updated to meet changes both in technology and in Albertans' needs and expectations. It focuses on improving key resources, such as the Government of Alberta website.

Strategies

2.1 Deliver more timely and efficient public and media access to government news releases through the development of an upgraded Alberta Communications Network (ACN) website and more automated process for the production and distribution of news releases.

2.2 Create new services on the Government of Alberta website, including a secure website that provides government and private sector suppliers (such as graphic designers, printers and publishers) with access to government visual identity products and guidelines for use.

2.3 Ensure the Government of Alberta website continues to develop and respond to the needs of Albertans and the potential presented by new technologies, including the expanded use and promotion of technology – such as RSS technology, which provides website users who want it with continuous, real-time updates about new information on the Alberta government website.

2.4 Expand on the variety of services the Service Alberta Contact Centre and the Alberta Connects program provide to Albertans as well as to ministries that use the services to handle high numbers of inquiries during major initiatives. Upgrade contact centre workstations, which will allow for use of newer technology and will speed up response times.

2.5 Review the Alberta government blue pages published in local telephone books to ensure they are effective for Albertans. Expand on the variety of options available through the online government telephone directory, including increased editing and updating access for government ministries to allow for quicker updates, and new options for site users wanting to create custom or ministry-specific directories.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Public satisfaction with access to government information	69%	75%	75%	75%
2.b Public satisfaction with the Service Alberta Contact Centre	97%	98%	98%	98%
2.c User satisfaction with the Government of Alberta Home Page	90%	92%	92%	92%

Core Business Three: Publish and sell Alberta's laws and other materials

This includes operating the Queen's Printer Bookstores in Edmonton and Calgary.

GOAL THREE 3

Deliver products and services that allow us to meet customer needs and revenue targets

What it means Under the *Queen's Printer Act*, the government must produce and provide citizens with access to the statutes of Alberta and other key information resources such as the Alberta Gazette. This goal ensures that all Albertans enjoy quick and convenient access to Alberta's laws, including key users of legislation such as the legal community, law enforcement and the business and industry community.

Strategies

3.1 Partner with Justice (Legislative Counsel) to create a continuously updated database of specified penalty listings that law enforcement agencies can use with their information systems. This will allow agencies and officers in the field to access an electronic listing of legislated offences that have prescribed penalties or require a court appearance.

3.2 Improve access to Alberta's legislation for the public and legal professionals. Initiatives include a redesign of the government's professional legal website, QP Source Professional, to allow for more efficient access, stronger search capabilities and increased formats for downloading. New RSS technology will be used to provide Queen's Printer website users and legal professionals who want it with continuous, real-time updates about new legislation on the government website.

3.3 Host the 54th annual conference of Queen's Printers from across Canada, to share information about how best to make legislation available to citizens.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Customer satisfaction with the Queen's Printer Bookstore	95%	98%	98%	98%
3.b Meet Queen's Printer Bookstore revenue targets	$2,350,000*	$1,650,000	$1,650,000	$1,650,000

* Revenue in 2003-04 was unusually high due to the production and selling of a new Occupational Health and Safety Code. Queen's Printer revenue fluctuates year-to-year, depending on what legislation is passed.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Office of the Premier / Executive Council	4,762	5,097	5,172	5,489	5,294	5,294
Public Affairs Bureau:						
Help Government Ministries communicate with Albertans	9,096	9,269	9,269	9,715	9,665	9,665
Provide Albertans with Two-way Access to Government	3,062	3,498	3,498	3,841	3,666	3,666
Publish and Sell Alberta's Laws and Other Material	1,703	1,906	1,906	1,947	1,947	1,947
Office of the Chief Internal Auditor	2,042	4,629	4,629	5,254	5,386	5,603
MINISTRY EXPENSE	20,665	24,399	24,474	26,246	25,958	26,175

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Other Revenue	4,402	5,279	5,629	1,650	1,650	1,650
MINISTRY REVENUE	4,402	5,279	5,629	1,650	1,650	1,650
EXPENSE						
Program						
Office of the Premier / Executive Council	4,709	5,097	5,172	5,489	5,294	5,294
Public Affairs	13,717	14,673	14,673	15,503	15,278	15,278
Office of the Chief Internal Auditor	2,042	4,629	4,629	5,254	5,386	5,603
Valuation Adjustments and Other Provisions	197	-	-	-	-	-
MINISTRY EXPENSE	20,665	24,399	24,474	26,246	25,958	26,175
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(16,263)	(19,120)	(18,845)	(24,596)	(24,308)	(24,525)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	4,402	5,279	5,629	1,650	1,650	1,650
Inter-ministry consolidation adjustments	(2,434)	(3,779)	(3,779)	(150)	(150)	(150)
Consolidated Revenue	1,968	1,500	1,850	1,500	1,500	1,500
Ministry Program Expense	20,665	24,399	24,474	26,246	25,958	26,175
Inter-ministry consolidation adjustments	(2,434)	(3,779)	(3,779)	(150)	(150)	(150)
Consolidated Program Expense	**18,231**	**20,620**	**20,695**	**26,096**	**25,808**	**26,025**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(16,263)	(19,120)	(18,845)	(24,596)	(24,308)	(24,525)

Finance

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Shirley McClellan

Shirley McClellan, *Minister of Finance*
March 24, 2005

THE MINISTRY

The Ministry of Finance includes the Department of Finance, Alberta Capital Finance Authority, Alberta Pensions Administration Corporation, ATB Financial, Alberta Insurance Council, Alberta Securities Commission and the Credit Union Deposit Guarantee Corporation and their subsidiaries, as well as the following five regulated funds: Alberta Heritage Savings Trust Fund, Alberta Heritage Foundation for Medical Research Endowment Fund, Alberta Heritage Scholarship Fund, Alberta Heritage Science and Engineering Research Endowment Fund and the Alberta Risk Management Fund. The Ministry of Finance also includes the activities of a number of companies in wind-up.

The Department of Finance has nine main areas: Office of Budget and Management; Investment Management; Investment Administration; Policy and Strategic Planning; Pensions, Insurance and Financial Institutions; Tax and Revenue Administration; Risk Management; Treasury Management, and Strategic and Business Services.

The Finance Business Plan incorporates all the entities reporting to the Minister into an integrated strategic plan that focuses on the key priorities for the Ministry. The plan does not include the day-to-day activities of the Ministry.

VISION

A province that is innovative and globally competitive with a fiscally sustainable and accountable government.

MISSION

Implement the government's fiscal framework and financial policies and provide innovative revenue, investment and risk management.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Alberta Finance supports two of the four pillars in the Government of Alberta Strategic Business Plan. They are *Unleashing Innovation* and *Making Alberta the Best Place to Live, Work and Visit*. The following shows the linkage between Alberta Finance's 2005-08 Business Plan strategies and the 2005-08 Government Business Plan goals.

Finance's 2005-08 Business Plan		Government of Alberta Strategic Business Plan
Goal 4: **Investment policies that will provide the greatest financial returns, with an acceptable level of risk, for current and future generations of Albertans** • Utilize a risk management framework to ensure risks present in the funds are those believed to lead to superior returns for the Alberta Heritage Savings Trust Fund, and other government endowment funds such as the Alberta Heritage Science and Engineering Research Endowment Fund, and the Alberta Heritage Foundation for Medical Research Endowment Fund.	⇨	Goal 1: **Alberta will have a diversified and prosperous economy** Goal 5: **Albertans will be healthy**
Goal 1: **A financially strong, sustainable and accountable government** • Maintain the government's fiscal framework to help provide predictability and sustainability to prepare Alberta for the challenges that lie ahead. • Continue to fulfil the legislated commitment to be accountable to Albertans by publishing three-year consolidated fiscal and business plans, quarterly fiscal updates, annual performance reports and audited financial statements. Goal 7: **Proactively managed risk** • Provide sustainable funding for liability exposure and loss of public assets. Goal 11: **Pensions that deliver on promises** • Review pension plan regulation and governance to help ensure pension plans are sustainable.	⇨	Goal 8: **Alberta will have a financially stable, open and accountable government** Goal 14: **Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life**
Goal 9: **Quality and competitive financial services accessible to Albertans and local authorities** • Provide local authorities within the province with the flexible funding for capital projects at the lowest possible cost, consistent with the viability of the Alberta Capital Finance Authority.	⇨	Goal 9: **Alberta will have strong and effective partnerships with local, provincial, national and international governments**
Goal 8: **Reliable and competitive financial and insurance products and services** • Ensure the risks relating to financial products such as insurance and financial institutions in Alberta are minimized. Goal 10: **An effective, efficient and streamlined securities regulatory system** • Implementing an efficient and cost effective inter-provincial system of securities regulation.	⇨	Goal 10: **Alberta will be a fair and safe place to work, live and raise families**

The Finance Business Plan incorporates all the entities reporting to the Minister into an integrated strategic plan that focuses on the key priorities for the Ministry. The plan does not include the day-to-day activities of the Ministry.

VISION

A province that is innovative and globally competitive with a fiscally sustainable and accountable government.

MISSION

Implement the government's fiscal framework and financial policies and provide innovative revenue, investment and risk management.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Alberta Finance supports two of the four pillars in the Government of Alberta Strategic Business Plan. They are *Unleashing Innovation* and *Making Alberta the Best Place to Live, Work and Visit.* The following shows the linkage between Alberta Finance's 2005-08 Business Plan strategies and the 2005-08 Government Business Plan goals.

Finance's 2005-08 Business Plan	Government of Alberta Strategic Business Plan
Goal 4: **Investment policies that will provide the greatest financial returns, with an acceptable level of risk, for current and future generations of Albertans** • Utilize a risk management framework to ensure risks present in the funds are those believed to lead to superior returns for the Alberta Heritage Savings Trust Fund, and other government endowment funds such as the Alberta Heritage Science and Engineering Research Endowment Fund, and the Alberta Heritage Foundation for Medical Research Endowment Fund.	Goal 1: **Alberta will have a diversified and prosperous economy** Goal 5: **Albertans will be healthy**
Goal 1: **A financially strong, sustainable and accountable government** • Maintain the government's fiscal framework to help provide predictability and sustainability to prepare Alberta for the challenges that lie ahead. • Continue to fulfill the legislated commitment to be accountable to Albertans by publishing three-year consolidated fiscal and business plans, quarterly fiscal updates, annual performance reports and audited financial statements. Goal 7: **Proactively managed risk** • Provide sustainable funding for liability exposure and loss of public assets. Goal 11: **Pensions that deliver on promises** • Review pension plan regulation and governance to help ensure pension plans are sustainable.	Goal 8: **Alberta will have a financially stable, open and accountable government** Goal 14: **Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life**
Goal 9: **Quality and competitive financial services accessible to Albertans and local authorities** • Provide local authorities within the province with the flexible funding for capital projects at the lowest possible cost, consistent with the viability of the Alberta Capital Finance Authority.	Goal 9: **Alberta will have strong and effective partnerships with local, provincial, national and international governments**
Goal 8: **Reliable and competitive financial and insurance products and services** • Ensure the risks relating to financial products such as insurance and financial institutions in Alberta are minimized. Goal 10: **An effective, efficient and streamlined securities regulatory system** • Implementing an efficient and cost effective inter-provincial system of securities regulation.	Goal 10: **Alberta will be a fair and safe place to work, live and raise families**

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Maintaining a strong and sustainable financial position poses challenges. Changing world economic conditions, exchange rates and energy prices impact Alberta's economy and fiscal plan. Disasters and emergencies, such as BSE and severe weather conditions, are unpredictable events that can have budget consequences. The Sustainability Fund will help manage risks to energy and other revenues, as well as disasters and emergencies.

An aging population, early retirements and volatile capital markets also impact pension plans. Recognizing pressures on pension plans will enable stakeholders to work together to review pension plan regulation and governance to help ensure pension plans are sustainable.

Economic conditions can impact the growth and volatility of tax and other revenue sources like income from the Alberta Heritage Savings Trust Fund, especially if markets are weak for extended periods.

It is also important to preserve the integrity of the province's tax and revenue base, which can be eroded by economic and other factors as well as non-compliance by taxpayers. A challenge within the tax administration is to find and maintain a suitable funding balance between initiatives that improve service to taxpayers and promote self-compliance, and those that reveal and address non-compliance.

A challenge to the Ministry is to balance its mix of insurance and self-insurance during a time of uncertain insurance markets and a changing legal environment. Another challenge is to help government achieve its goals and balance its strategies with the risk of liability exposure and loss of public assets.

The Ministry faces challenges in regulating and fostering Alberta's capital market. Investor protection has to be balanced with the ability of firms to raise capital. It is also necessary to guard against unnecessary duplication of regulation to ensure capital formation in Canada is not adversely affected, while preserving the ability to respond to regional needs.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of environmental factors, the following are strategic priorities for Finance. These are in addition to the important ongoing core activities of the Ministry.

1. **Fiscal Framework**

   Linkage: Goals 1 and 6

   - Maintain the government's fiscal framework to help provide predictability and sustainability to prepare Alberta for the challenges that lie ahead.
   - Assess the risks to government on alternative financing of capital projects, and continue refinements to the government reporting entity.

2. **Tax Environment**

   Linkage: Goals 2 and 3

   - Review policies to ensure a fair and competitive tax environment in Alberta.
   - Maintain Alberta's tax advantage and consider ways to enhance it.
   - Identify and address tax program areas where there is high risk of non-compliance. In addition, initiatives will be taken that improve service to taxpayers while also promoting self-compliance.

3. **Investments**

   Linkage: Goals 4 and 5

   - Develop Alberta Investment Management to better meet the needs of investment clients including government endowment funds and public sector pension funds.
   - Alberta Investment Management will enhance its governance effectiveness while promoting a culture of highly informed and risk-aware decision-making throughout the organization.
   - As affordable, consider additional contributions to endowment funds.

4. **Securities Regulation**

   Linkage: Goal 10

   - Lead and actively promote the development and implementation of an efficient and cost effective inter-provincial/territorial system of securities regulation.

5. **Pensions**

   Linkage: Goal 11

   - Review current governance arrangements for public pension plans in consultation with public sector boards and stakeholders.
   - Assess private sector pension plan compliance with legislative standards.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Fiscal Planning and Financial Management

GOAL ONE

A financially strong, sustainable and accountable government

What it means Strategic fiscal planning and prudent economic forecasting are required to meet today's priorities and sustain essential programs and services over the longer term. The Alberta Sustainability Fund has been established to cushion ongoing operating spending plans from volatile energy revenues and the costs of emergencies and disasters. The Fiscal Framework includes a three-year capital plan, which is funded from three sources: general revenue, the Capital Account and through alternative financing arrangements. Finance will continue to fulfil its legislated commitment to be accountable to Albertans by publishing three-year consolidated fiscal and business plans, quarterly fiscal updates, and annual performance reports, including audited financial statements, as required by the *Government Accountability Act*. Finance will also take an active role in strategic corporate approaches to information technology investment, governance, and accountability.

Strategies

As part of ongoing advice provided to Treasury Board on all fiscal planning matters, the following strategies will be of particular significance over the next three years:

1.1 Ensure the capital planning process remains fully integrated with fiscal planning to support decision-making.

1.2 Assess the financial costs and risks to the government of financing capital (includes both traditional and alternative methods such as Public-Private Partnerships (P3s) and others), make recommendations to limit provincial financial risk, and optimize value for money.

1.3 Work towards adopting the revised Public Sector Accounting Board recommendations for including all controlled organizations in the consolidated reporting entity, which could include health authorities, schools and post secondary institutions. Initial implementation is planned for *Budget 2006* at the earliest.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Alberta's credit rating	AAA	AAA	AAA	AAA
1.b Percentage of Albertans who think they get enough information on the government's financial performance	57%	70%	70%	70%
1.c Accumulated debt[1] (less cash set aside for debt repayment)	$3.7 billion	0	0	0

[1] As defined by the *Fiscal Responsibility Act*, Section 1(a).

GOAL TWO

A fair and competitive provincial tax system

What it means Government tax policy of low overall rates on a broad tax base has promoted strong economic growth. Taxes provide revenue that government needs to fund programs and services. The tax system must be fair and promote self-reliance. Our taxes must also be competitive with those in other provinces and countries in order to attract the investment, jobs and skilled workers necessary to keep our economy performing well. Alberta has a low single-rate income tax, the lowest tax on gasoline of all provinces and no general payroll tax. Alberta is the only province without a capital tax or a general retail sales tax.

Strategies

2.1 Complete, as affordable, the implementation of the Business Tax Plan to reduce the general corporate income tax rate from 11.5% to 8%.

2.2 Review Alberta's tax system to examine whether the current low-rate, broad base policy continues to be the best approach for the Alberta economy.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Provincial tax load for a family of four[1]	Lowest in Canada	Lowest in Canada	Lowest in Canada	Lowest in Canada
2.b Provincial tax load on businesses[1]	Third Lowest in Canada	Lowest in Canada[2]	Lowest in Canada[2]	Lowest in Canada[2]

[1] Data for these measures may change as a result of the new framework for the Equalization Program announced by the Federal Government in October 2004.

[2] Methodology for this measure and target will be reviewed in 2005-06.

GOAL THREE

Revenue programs are administered fairly, efficiently and effectively

What it means The Ministry of Finance designs revenue programs, collects revenue owing to the Province, administers provincial tax laws, makes payments of refunds and rebates, and provides information to stakeholders, taxpayers and claimants. Collecting revenues *fairly* means that all taxpayers and claimants are treated equally under the law and with respect; *efficiently* means the cost of administering tax programs is low; and *effectively* means that the risk of loss due to tax evasion is identified and addressed. As part of their responsibilities, the tax areas of Finance provide expertise and advice to other ministries on initiatives with revenue implications. Finance also provides support to taxpayers to ensure returns are submitted accurately the first time.

Strategies

3.1 Ensure tax programs are redesigned to include changes from Alberta's tax plan.

3.2 Identify and address program areas where there is high risk of non-compliance.

3.3 Work with stakeholders to design and administer programs to improve service and promote self-compliance.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Ratio of amounts added to net revenue to costs of administration	14:1	12:1	12:1	12:1

A new performance measure for 2005-08 has been developed to measure the percentage of revenue obtained through self-compliance. The target for each year of the 3-year period is 92%. An unaudited actual of 91.6% was calculated as at March 31, 2004.

Core Business Two: Investment, Treasury and Risk Management

GOAL FOUR 4

Investment policies that will provide the greatest financial returns, with an acceptable level of risk, for current and future generations of Albertans

What it means Investment policies, such as how much to invest in equities versus bonds, are the major determinants of an investment fund's performance over time. Finance is responsible for the investment policies of the Alberta Heritage Savings Trust Fund, and other government endowment funds.

Prudent approaches to savings, including appropriate distributions of income, are an important aspect of a sustainable future.

Strategies

4.1 Utilize a risk management framework to ensure risks present in the funds are those believed to lead to superior returns for the Alberta Heritage Savings Trust Fund and other endowment funds.

4.2 Inflation proof the Alberta Heritage Savings Trust Fund, and, as affordable, consider additional contributions to other endowment funds.

Performance Measures

A new performance measure for 2005-08 has been developed to measure the 5-year market value rate of return of the Alberta Heritage Savings Trust Fund investment policy benchmark compared against the Consumer Price Index. The target return for the 3-year period is equal to or better than the Consumer Price Index plus 4.5%.

GOAL FIVE 5

Superior investment returns subject to client-defined objectives and policies

What it means Once clients have determined investment policies, Alberta Investment Management can enhance returns by making active decisions about the relative performance of various financial markets and investments relative to the appropriate benchmarks. (e.g., The Standard and Poors TSX Composite Index for Canadian equities).

Strategies

5.1 Develop tactical asset allocation capability, and other strategies, to enhance product and fund returns.

5.2 Implement and enhance a risk management framework and review risk tolerances.

5.3 Offer clients additional flexibility to choose products and services to meet their Fund's needs.

5.4 Develop the organizational structure, people and resources to respond to client needs.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Five-year weighted average market value rate of return for endowment funds compared against the weighted average policy asset mix rate of return (benchmark) for endowment funds	All but one exceeded policy benchmark	Benchmark plus 0.5%	Benchmark plus 0.6%	Benchmark plus 0.7%

GOAL SIX 6

Effective management of financial assets, liabilities and risk

What it means Finance, through the Treasury Management Division, has responsibility for the province's cash management including short term borrowing and investing, management of banking arrangements, and short and long term financing for the government and provincial corporations. The Division ensures that "industry best practices" are in place to optimize the benefits of sound cash management including cash forecasting systems and banking arrangements.

Through prudent management of liabilities and assets, the Ministry endeavours to minimize financing costs and maximize investment returns.

The Ministry has assumed a leadership role in developing an enterprise risk management framework so that the Government of Alberta can effectively manage day-to-day financial challenges and other risks.

Strategies

6.1 Provide leadership in the area of cash management practices by staying up to date with current technology and practices and by maintaining a network with other government counterparts, financial institutions, stakeholders, the Canadian Payments Association and other industry associations.

6.2 Prepare recommendations for government consideration on an enterprise-wide risk management framework.

6.3 Ensure effective investment policies for government funds are in place for optimal return.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Return on Sustainability Fund	Return on the Fund exceeded the approved benchmark[1]	Greater than approved benchmark		
6.b Return on Consolidated Cash Investment Trust Fund compared to Scotia Capital 91 Day Treasury Bill Index	Exceeded[1] benchmark by 15 basis points[2]	Benchmark plus 5 basis points[2]	Benchmark plus 5 basis points[2]	Benchmark plus 5 basis points[2]

---

[1] Return of fund for 9 months exceeded both the 91 day and 365 day Scotia Capital Treasury Bill indices.

[2] A basis point is 1/100 of a percent.

GOAL SEVEN

Proactively managed risk

What it means The Ministry's Risk Management and Insurance Division provides service to ministries to help them identify, measure, control and finance their risk. The Division serves all participants under the *Financial Administration Act*. The Division also administers a program of self-insurance and purchased insurance through the Risk Management Fund.

Strategies

7.1 Improve risk awareness throughout government.

7.2 Provide sustainable funding for liability exposure and loss of public assets.

7.3 Review Risk Management Fund coverage to determine if the Fund continues to meet the needs of government, while balancing stability with scope.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
7.a Cost of risk[1]	$15.8 million	$6.9 million	$8.4 million	$9.0 million
7.b Value of the net assets of the Risk Management Fund	Net liability for year ending was $6.2 million	Net liability $3 million	Net liability $2 million	Net value $0-1 million

---

[1] Includes claims and insurance premiums paid and the change in claims liability from the previous year.

Core Business Three: Financial Sector and Pensions

GOAL EIGHT 8

Reliable and competitive financial and insurance products and services

What it means Albertans need to know that the financial services and products they receive are secure. Finance minimizes the risks relating to their products by regulating credit union, insurance, loan and trust industries in Alberta.

Finance will continue to assist the automobile insurance industry to address issues that result from the implementation of Alberta's new automobile insurance system. Through the new Automobile Insurance Rate Board, premium rate charges for mandatory coverage will be reviewed and set on an annual basis. In addition, Finance will monitor the availability and cost of other general property and liability insurance for businesses, non-profit organizations and individuals.

Finance will work with stakeholders and other jurisdictions across Canada to harmonize and streamline regulatory processes.

Strategies

8.1 Review the automobile insurance premium rates for mandatory coverage on an annual basis.

8.2 Assess the availability and cost of other general insurance products.

8.3 Work with stakeholders to review the statutory provisions of the *Insurance Act* respecting insurance contracts.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
8.a Revision of *Insurance Act* respecting contracts[1]	-	*Insurance Act* review completed	*Insurance Act* revised	-

[1] New measure in 2005-08.

GOAL NINE 9

Quality and competitive financial services accessible to Albertans and local authorities

What it means Alberta's dynamic economy and entrepreneurial spirit requires readily accessible and technologically advanced financial services and products. Alberta Treasury Branches (ATB Financial) and the Alberta Capital Finance Authority ensure that these services and products are available.

ATB Financial is a full-service financial institution, with the largest branch network in the province. It provides services to individuals, businesses and the agriculture sectors across Alberta.

Alberta Capital Finance Authority provides financing for capital projects to a variety of local authorities including cities, municipalities, towns, counties, hospitals, schools and post-secondary institutions throughout the province.

Strategies

9.1 ATB Financial continues to operate on sound financial institution and business principles with the objective of earning a fair return.

9.2 Alberta Capital Finance Authority will continue to provide local authorities within the province with flexible funding for capital projects at the lowest possible cost, consistent with the viability of Alberta Capital Finance Authority.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
9.a Cost to Alberta local authorities of borrowing from ACFA compared to other municipality/aggregating agencies for a comparable loan.	Partially met[1]	Lowest	Lowest	Lowest
9.b ATB Financial return on average assets (before tax)	1.24%	1.02%	1.07%	1.14%

[1] Met for short-term rates. Mid and long-term rates were comparable to, or slightly higher than, the lowest.

GOAL TEN 10

An effective, efficient and streamlined securities regulatory system

What it means An effective, efficient and streamlined securities regulatory system is vitally important to investor protection, and vibrant and competitive national and local capital markets. It inspires investor confidence and supports competitiveness, innovation and growth in the economy.

Strategies

10.1 Lead and actively promote the development and implementation of an efficient, streamlined and cost-effective inter-provincial securities regulatory system that is simple to use for investors and other market participants.

10.2 Lead the development of highly harmonized securities legislation, simplified where appropriate, that builds on existing law and could be adopted across Canada.

10.3 Ensure that securities regulation meets the specific needs of Alberta firms and investors.

10.4 Work with other ministries to develop strategies to increase opportunities for Alberta firms and investors.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
10.a Inter-provincial/territorial system of securities regulation[1]	-	Established	Established	Expanded
10.b Highly harmonized securities legislation[1]	-	Proposal developed	Draft legislation completed	Legislation adopted

[1] New measure in 2004-07.

GOAL ELEVEN

Pensions that deliver on promises

What it means

Pension benefits must be secure. Finance assesses private sector pension plan compliance with the standards of the *Employment Pension Plans Act* to ensure that plans comply with the *Act*.

Finance provides advice to the Minister on the funding and governance of the public sector pension plans. Alberta Pensions Administration Corporation (APA) provides administrative services for public sector pension boards, employers, members and pensioners of seven different pension plans and two supplementary retirement plans.

Finance works with the federal government and the other provinces to maintain the sustainability of the Canada Pension Plan and explores alternatives to allow Albertans to secure their retirement income. The Government of Alberta accepted the recommendations of the Committee on Strengthening Alberta's Role in Confederation to address the current intergenerational inequities in the CPP, and to bring the plan to full funding.

In addition, Finance continues to work with stakeholders and other jurisdictions across Canada to harmonize and streamline private pension legislation and regulatory processes.

Strategies

11.1 Review public sector pension governance framework in consultation with pension boards and stakeholders.

11.2 Implement new business processes and procedures for monitoring private sector pension plans to ensure that they meet minimum requirements for the *Employment Pension Plans Act*.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
11.a Percentage of private sector plans that meet minimum funding requirements	99%	98%	98%	98%

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Fiscal Planning and Financial Management	49,650	60,130	69,203	62,355	63,151	63,142
Investment, Treasury and Risk Management	187,300	200,491	193,100	210,853	230,541	241,821
Financial Sector and Pensions	370,305	367,526	363,560	345,516	323,222	300,422
Valuation Adjustments and Other Provisions	3,075	500	(2,900)	1,000	1,000	1,000
MINISTRY EXPENSE	610,330	628,647	622,963	619,724	617,914	606,385

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	159,289	84,565	101,783	100,040	177,090	202,306
Personal and Corporate Income Taxes	6,308,958	7,041,956	7,002,399	7,476,950	7,878,273	8,302,731
Other Taxes	1,550,087	1,492,481	1,605,450	1,615,536	1,653,231	1,695,574
Transfers from Government of Canada	4,100	4,055	4,178	4,178	4,178	4,178
Investment Income	1,812,227	1,204,269	1,710,174	1,352,904	1,355,250	1,338,854
Premiums, Fees and Licences	32,044	38,771	35,143	37,522	40,558	43,432
Net Income from Commercial Operations	200,182	155,837	176,276	167,126	188,691	214,865
Other Revenue	43,470	49,236	48,061	53,012	57,187	61,360
MINISTRY REVENUE	10,110,357	10,071,170	10,683,464	10,807,268	11,354,458	11,863,300
EXPENSE						
Program						
Fiscal Planning and Financial Management	43,461	53,490	62,218	55,178	56,103	56,031
Investment, Treasury and Risk Management	184,549	197,540	189,995	207,664	227,408	238,660
Financial Sector and Pensions	369,421	366,577	362,562	344,491	322,215	299,406
Ministry Support Services	9,824	10,540	11,088	11,391	11,188	11,288
Valuation Adjustments and Other Provisions	3,075	500	(2,900)	1,000	1,000	1,000
Total Program Expense*	610,330	628,647	622,963	619,724	617,914	606,385
Debt Servicing Costs						
Department Voted	61,493	53,020	53,020	45,247	38,048	31,294
Department Statutory	201,613	302,000	264,000	238,000	200,000	196,000
Ministry Debt Servicing Costs	263,106	355,020	317,020	283,247	238,048	227,294
MINISTRY EXPENSE	873,436	983,667	939,983	902,971	855,962	833,679
Gain (Loss) on Disposal of Capital Assets	(62)	-	-	-	-	-
NET OPERATING RESULT	9,236,859	9,087,503	9,743,481	9,904,297	10,498,496	11,029,621

* Subject to the *Fiscal Responsibility Act* . Total program expense includes the province's cash payments towards the unfunded pension liability (which will be eliminated under a separate legislated plan). Total program expense does not include the annual change in the unfunded pension obligations, which is a non-cash expense that does not affect borrowing requirements. The annual increases (decreases) in the Ministry of Finance's unfunded pension obligations are estimated to be: 2,445 (13,000) (5,000) (13,000) (16,300) (15,000)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	10,110,357	10,071,170	10,683,464	10,807,268	11,354,458	11,863,300
Inter-ministry consolidation adjustments	(251,491)	(181,583)	(192,089)	(196,791)	(276,679)	(303,064)
Consolidated Revenue	9,858,866	9,889,587	10,491,375	10,610,477	11,077,779	11,560,236
Ministry Program Expense	610,330	628,647	622,963	619,724	617,914	606,385
Inter-ministry consolidation adjustments	(28,555)	(28,682)	(29,824)	(31,710)	(45,585)	(45,877)
Consolidated Program Expense	**581,775**	**599,965**	**593,139**	**588,014**	**572,329**	**560,508**
Ministry Debt Servicing Costs	263,106	355,020	317,020	283,247	238,048	227,294
Inter-ministry consolidation adjustments	(85,911)	(89,726)	(83,562)	(88,721)	(90,134)	(89,670)
Consolidated Debt Servicing Costs	177,195	265,294	233,458	194,526	147,914	137,624
Consolidated Expense	758,970	865,259	826,597	782,540	720,243	698,132
Gain (Loss) on Disposal of Capital Assets	(62)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	9,099,834	9,024,328	9,664,778	9,827,937	10,357,536	10,862,104

Gaming

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Gordon Graydon, *Minister of Gaming*
March 24, 2005

THE MINISTRY

The Ministry of Gaming includes the Department of Gaming, the Alberta Gaming and Liquor Commission (AGLC), the Alberta Lottery Fund, the Alberta Gaming Research Council, the Racing Appeal Tribunal and responsibility for the *Gaming and Liquor Act* and the *Horse Racing Alberta Act*. The Ministry is responsible for ensuring that the gaming and liquor industries in Alberta operate with integrity, accountability, and in a socially responsible manner while maximizing benefits to Albertans. Gaming activities contribute to Albertans' quality of life by providing opportunities for charitable groups to raise funds directly for their valuable work, by providing entertainment options to adults in Alberta, and by providing funding used by government to support community and volunteer initiatives. In 2003-04, charitable and religious organizations raised approximately $226 million through licensed gaming activities under Alberta's unique charitable gaming model. In addition, over

$1 billion of gaming proceeds is provided annually to volunteer groups and public and community-based initiatives through the Alberta Lottery Fund. Alberta's unique privatized liquor industry has more than 1,000 stores and retails over 11,000 listed liquor products. The private sector operates the retailing, warehousing, and distribution of liquor in Alberta and the Alberta Gaming and Liquor Commission licenses and regulates the industry. The province receives approximately $550 million annually through the mark-up on liquor products sold in Alberta.

DEPARTMENT OF GAMING

The Department's primary responsibilities are strategic services, communications, and administration of various lottery-funded programs, including the Community Facility Enhancement Program and the Community Initiatives Program. The Department benefits from services provided by the Alberta Gaming and Liquor Commission in the areas of human resources and information technology and from other administrative services provided through the Alberta Corporate Service Centre.

ALBERTA GAMING AND LIQUOR COMMISSION (AGLC)

The AGLC, a commercial enterprise within the Government of Alberta, consists of a Board and a Corporation. The Corporation acts as the operational arm of the organization, while the Board is responsible for policy and regulatory matters. The AGLC ensures that gaming and liquor activities in Alberta are conducted honestly, openly, and with the highest level of integrity. The AGLC also endeavours to maximize the economic benefits of gaming and liquor activities in the province to the benefit of Albertans.

ALBERTA LOTTERY FUND

The Alberta Lottery Fund, established in 1989, comprises the government's portion of revenues from provincial lotteries (ticket lotteries, slot machines, video lottery terminals, DIGI Bingo, and Keno). Payments from the Fund are voted on in the Legislature and support programs, projects and foundations administered by various ministries. The AGLC administers the Alberta Lottery Fund and the Department of Gaming delivers various lottery-funded programs.

GAMING AND LIQUOR ACT

The Ministry of Gaming is responsible for the *Gaming and Liquor Act*. The legislation sets out the framework for the provision and regulation of gaming and liquor in Alberta, including the roles and responsibilities of the Alberta Gaming and Liquor Commission. It also establishes the Lottery Fund.

ALBERTA GAMING RESEARCH COUNCIL

The Alberta Gaming Research Council is a broad-based advisory group to the Minister of Gaming. The Council is made up of six public representatives and one representative from each of the following organizations: Alberta Alcohol and Drug Abuse Commission (AADAC), Alberta Health and Wellness, and Alberta Gaming. The Council was established to help direct the research activities of the Alberta Gaming Research Institute. The Institute is an independent consortium of the Universities of Alberta, Calgary and Lethbridge that promotes research into various aspects of gaming, emerging gaming trends and problem gambling prevention and treatment.

RACING APPEAL TRIBUNAL

The Minister appoints members to the Racing Appeal Tribunal, as prescribed in the *Horse Racing Alberta Act*, to hear appeals arising from rulings or directions of horse racing officials. The Tribunal's costs are borne by Horse Racing Alberta.

HORSE RACING ALBERTA ACT

The Minister of Gaming is responsible for the *Horse Racing Alberta Act*. The legislation places responsibility for management and regulation of the horse racing industry in Alberta on a private, not-for-profit organization - Horse Racing Alberta.

VISION

A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenue derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its gaming and liquor industries.

MISSION

To ensure integrity and accountability in Alberta's gaming and liquor industries, and to achieve the maximum benefit for Albertans from gaming and liquor activities.

GUIDING PRINCIPLES

The Ministry has adopted the following guiding principles for gaming and liquor in Alberta. These guiding principles are subject to ongoing review to ensure they continue to reflect Albertans' values.

1. The integrity of gaming and liquor activities will be ensured.
2. Gaming and liquor policies will reflect a commitment to social responsibility.
3. Gaming and liquor policies will be supported by sound research and consultation with the public and stakeholders.
4. The collection and use of gaming and liquor revenue will be open and accountable.
5. Gaming activities will meet standards of quality to protect the integrity of gaming activities, provide gaming entertainment value to consumers and help to keep gaming dollars in Alberta.
6. Alberta's liquor industry will continue to be among the most progressive and competitive in the country and continue to lead the nation in terms of supply, distribution, pricing and customer service.
7. The financial return to eligible groups from charitable gaming and from provincial lotteries is to be maximized for the benefit of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Gaming contributes to the attainment of the 20-year Government of Alberta Strategic Business Plan through Opportunity 4: *Making Alberta the Best Place to Live, Work and Visit* as summarized below:

Goal 1: Alberta will have a diversified and prosperous economy.

- The Ministry of Gaming will continue to work with the liquor industry to ensure that Alberta's unique privatized liquor industry remains progressive and competitive.
- The Ministry of Gaming is committed to maintaining the integrity of Alberta's liquor and gaming industries and achieve a balance between choice, social responsibility and economic benefit to Albertans.
- The Ministry of Gaming will continue to contribute to the development of vibrant rural communities by maintaining a progressive liquor industry, providing opportunities for participation in the charitable gaming model, managing the growth of gaming, and providing Lottery Fund grants to specific volunteer groups, and public and community-based initiatives, including sport, recreational, cultural and other facilities.

Goal 7: The well-being and self-reliance of Aboriginal communities and people will be improved.

- The Ministry of Gaming will continue to work with First Nations to implement the First Nations Gaming Policy.
- The Ministry of Gaming will provide First Nations Development Fund grants which will be used by First Nations for economic, social and community development projects, education, health and infrastructure.

Goal 12: Albertans will have the opportunity to participate in community and cultural activities and enjoy the province's historical resources and parks and protected areas.

- Through the Alberta Lottery Fund, the Ministry of Gaming will continue to provide grants to specific volunteer groups, and public and community-based initiatives.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry continues to address challenges related to achieving its vision. The most significant challenges are ensuring the ongoing integrity of gaming and liquor activities, achieving a balance between consumer choice and the responsible provision of alcohol and gaming entertainment, and managing the ongoing evolution of the gaming and liquor industries, including the anticipated growth in the gaming industry. The Ministry's future opportunities and challenges in relation to the gaming industry include monitoring and adapting to changing technology and consumer preferences. The integrity of gaming and liquor activities requires constant vigilance. In facing this challenge, the Ministry continues to establish rigorous processes to ensure only eligible applicants are licensed. The Ministry also devotes considerable resources to monitoring ongoing operations and investigating all potential threats to the integrity of gaming and liquor activities. The cornerstone of Alberta's approach to its gaming and liquor industries is that all activities are conducted in a socially responsible manner. The Ministry continues to identify opportunities to work closely with stakeholders to develop appropriate policies and innovative programs to promote the responsible use of gaming and liquor products. The Ministry will meet the government's commitments to future policy and legislative reviews. These commitments involve a review of gaming policies, including the First Nations Gaming Policy, and a review of the *Gaming and Liquor Act* and Regulation.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Integrity	**Maintaining the highest level of integrity for gaming and liquor activities.**
Linkage: Goal 1	The integrity of Alberta's liquor industry is maintained and liquor policies achieve a balance between choice, social responsibility and economic benefit.
Goal 3	The integrity of Alberta's gaming industry is maintained and gaming policies achieve a balance between choice, social responsibility and economic benefit.
2. Social Responsibility	**Developing policies and programs to ensure that the gaming and liquor industries continue to operate in a socially responsible manner.**
Linkage: Goal 2	Albertans are aware of prevention and treatment programs for alcohol abuse.
Goal 4	Albertans are aware of prevention and treatment programs for problem gambling.
3. Progressive Liquor Industry	**Ensuring that Alberta's liquor industry remains amongst the most progressive and competitive in the country and ensuring that the interests of Alberta consumers are protected.**
Linkage: Goal 1	The integrity of Alberta's liquor industry is maintained and liquor policies achieve a balance between choice, social responsibility and economic benefit.
4. Maturing Gaming Industry	**Carefully managing and controlling the growth of the maturing gaming industry in Alberta.**
Linkage: Goal 3	The integrity of Alberta's gaming industry is maintained and gaming policies achieve a balance between choice, social responsibility and economic benefit.

5. **First Nations Gaming** — **Managing the implementation of the First Nations Gaming Policy to provide opportunities for gaming facilities on First Nations land for the benefit of First Nations communities.**

Linkage: Goal 3 The integrity of Alberta's gaming industry is maintained and gaming policies achieve a balance between choice, social responsibility and economic benefit.

Goal 5 Lottery Funds are effectively managed and support volunteer, public and community-based initiatives.

6. **Alberta Lottery Fund Awareness** — **Increasing Albertans' awareness of how the Alberta Lottery Fund benefits volunteer groups and public and community-based initiatives.**

Linkage: Goal 5 Lottery Funds are effectively managed and support volunteer, public and community-based initiatives.

Goal 6 Albertans are aware of the initiatives supported by the Alberta Lottery Fund.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Alberta's liquor industry operates with integrity, accountability and in a socially responsible manner

GOAL ONE

The integrity of Alberta's liquor industry is maintained and liquor policies achieve a balance between choice, social responsibility and economic benefit

What it means The Ministry is committed to ensuring Alberta's liquor industry will continue to be among the most progressive and competitive in the country and lead the nation in terms of supply, distribution, pricing and customer service. The Ministry ensures the regulation of the liquor industry through the provisions of the *Gaming and Liquor Act* and Regulation.

Strategies

1.1 Monitor emerging issues and trends, and where necessary, develop policies to address the social and economic implications of these issues.

1.2 Ensure the liquor industry operates in compliance with legislation and policy.

1.3 Work with the liquor industry to ensure Alberta's unique privatized liquor industry remains progressive and competitive.

1.4 Ensure liquor policies protect the interests of Albertans and benefit Alberta's consumers.

1.5 Consult with stakeholders on major policy initiatives.

1.6 Explore and implement opportunities for enhanced electronic delivery of customer services.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of Albertans surveyed who are satisfied with the conduct of the liquor business in Alberta.	79%	80%	80%	80%

GOAL TWO 2

Albertans are aware of prevention and treatment programs for alcohol abuse

What it means The Ministry is committed to ensuring that Alberta's liquor industry operates in a socially responsible manner. The Ministry partners with AADAC and other stakeholders to ensure the availability of prevention and treatment programs for alcohol abuse.

Strategies

2.1 Partner with AADAC and the liquor industry to develop and deliver programs related to the responsible sale and consumption of liquor.

2.2 In partnership with AADAC and the liquor industry, ensure consumers of alcohol are aware of prevention and treatment programs for alcohol abuse.

2.3 Support research and education related to the responsible use of alcohol in areas such as Fetal Alcohol Spectrum Disorder.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Percentage of Albertans surveyed who are aware of prevention and treatment programs for alcohol abuse.	92%	90%	90%	90%

Core Business Two: Alberta's gaming industry operates with integrity, accountability and in a socially responsible manner

GOAL THREE 3

The integrity of Alberta's gaming industry is maintained and gaming policies achieve a balance between choice, social responsibility and economic benefit

What it means The Ministry is committed to ensuring that Alberta's gaming industry operates with integrity while offering gaming entertainment choices to Albertans, delivering gaming activities in a socially responsible manner, and providing economic benefits to charities. The Ministry ensures the regulation of the gaming industry through the provisions of the *Gaming and Liquor Act* and Regulation.

Strategies

3.1 Monitor emerging issues and trends, and where necessary, develop policies to address the social and economic implications of these issues.

3.2 Develop a framework for the review of gaming policies, legislation and regulation.

3.3 Ensure Albertans are consulted with respect to major policy initiatives.

3.4 Ensure Alberta's charitable gaming model continues to provide maximum benefit to charities.

3.5 Ensure the gaming industry operates in compliance with legislation and policy.

3.6 Work with First Nations to continue to implement the First Nations Gaming Policy and ensure policies are consistent with the charitable gaming model and the government's Aboriginal Policy Framework.

3.7 Fulfill government's commitment to review the First Nations Gaming Policy.

3.8 Ensure the accountability of Horse Racing Alberta for its legislated responsibilities and the funding provided to it under the Racing Industry Renewal Initiative.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of Albertans surveyed who are satisfied with the conduct of legal gaming in Alberta.	70%	70%	70%	70%

GOAL FOUR

Albertans are aware of prevention and treatment programs for problem gambling

What it means The Ministry is committed to ensuring the gaming industry operates in a socially responsible manner. The Ministry partners with AADAC and other stakeholders to ensure the availability of prevention and treatment programs for those who may experience a problem with gambling. Research into various aspects of gaming is funded to enhance understanding and assist policy development.

Strategies

4.1 Partner with AADAC and the gaming industry to develop and deliver responsible gaming programs.

4.2 In partnership with AADAC and the gaming industry, ensure consumers of gaming products are aware of prevention and treatment programs for problem gambling.

4.3 Work collaboratively with post-secondary institutions, the gaming industry, stakeholders and other jurisdictions to identify priority research needs.

4.4 Conduct research into various aspects of gaming including player attitudes and behaviours, responsible gaming programs and socio-economic analysis.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Percentage of Albertans surveyed who are aware of prevention and treatment programs for problem gambling.	89%	90%	90%	90%

Core Business Three: The Alberta Lottery Fund benefits Alberta communities

GOAL FIVE

Lottery Funds are effectively managed and support volunteer, public and community-based initiatives

What it means Revenues from provincial lotteries are directed to the Alberta Lottery Fund and identified for use by specific volunteer groups, and for public and community-based initiatives. The AGLC is responsible for administration of the Alberta Lottery Fund and the Department of Gaming delivers various lottery-funded programs.

Strategies

5.1 Allocate Alberta Lottery Fund proceeds according to government policy.

5.2 Provide Community Facility Enhancement Program matching grants to improve Alberta's community public-use facilities.

5.3 Support project-based initiatives through the Community Initiatives Program.

5.4 Provide First Nations Development Fund grants for economic, social and community development projects, education, health and infrastructure for First Nations.

5.5 Fulfill government commitments to allocate gaming revenue to specific initiatives such as the Racing Industry Renewal Initiative and Bingo Association charities.

5.6 Continue to enhance the reporting systems related to grants and charitable gaming proceeds.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Percentage of Alberta Lottery Fund disbursements committed to supporting volunteer groups, and public and community-based initiatives.	100%	100%	100%	100%
5.b Percentage of administration costs of lottery-funded programs administered by the Department of Gaming.	0.92%	Less than 2% of program disbursements	Less than 2% of program disbursements	Less than 2% of program disbursements

GOAL SIX

Albertans are aware of the initiatives supported by the Alberta Lottery Fund

What it means The Ministry informs Albertans about the Alberta Lottery Fund and its support of volunteer groups, and public and community-based initiatives.

Strategies

6.1 Communicate the benefits of the Alberta Lottery Fund to Albertans.

6.2 Work with recipients of lottery funds to enhance the use of the Alberta Lottery Fund visual identity in communities across Alberta.

6.3 Work with other ministries, lottery-funded agencies, and stakeholders to enhance awareness of lottery-funded initiatives.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Percentage of Albertans who are aware that the Alberta Lottery Fund supports volunteer groups, and public and community-based initiatives. *	72%	63%	64%	65%
6.b Percentage of Albertans who are satisfied with how the Alberta Lottery Fund is used. **	68%	70%	73%	75%

Notes:

* The results for this performance measure are based on the percentage of survey participants who have indicated that they are aware that the Alberta Lottery Fund provides financial support to charitable organizations, non-profit organizations, public initiatives, or community-based projects.

** The results for this performance measure represent survey participant's level of satisfaction after they have been informed that the Alberta Lottery Fund is comprised of the government's share from video lottery terminals, slot machines, and lottery ticket sales and that the funds are used to support charitable organizations, non-profit organizations, public initiatives, and community-based projects.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Alberta's liquor industry operates with integrity, accountability and in a socially responsible manner	417	565	565	549	549	549
Alberta's gaming industry operates with integrity, accountability and in a socially responsible manner	2,382	2,732	2,732	2,698	2,698	2,698
The Alberta Lottery Fund benefits Alberta communities	1,132,159	1,168,498	1,218,591	1,208,340	1,264,027	1,295,743
MINISTRY EXPENSE	1,134,958	1,171,795	1,221,888	1,211,587	1,267,274	1,298,990

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Net Income from Commercial Operations						
Net Gaming and Lottery Revenue	1,125,194	1,161,831	1,211,924	1,201,533	1,257,220	1,288,936
Net Liquor and Related Revenue	556,608	550,778	553,582	559,961	570,752	581,752
Investment Income						
Lottery Fund Interest Revenue	6,917	6,000	6,000	6,000	6,000	6,000
Other Revenue						
Various	236	-	-	-	-	-
MINISTRY REVENUE	1,688,955	1,718,609	1,771,506	1,767,494	1,833,972	1,876,688
EXPENSE						
Program						
Ministry Support Services	1,668	2,263	2,263	2,197	2,197	2,197
Gaming Research	1,548	1,600	1,600	1,600	1,600	1,600
Lottery Funded Programs	139,557	160,849	193,724	165,390	198,805	203,805
Lottery Fund Payments to Other Ministries	992,185	1,007,083	1,024,301	1,042,400	1,064,672	1,091,388
MINISTRY EXPENSE	1,134,958	1,171,795	1,221,888	1,211,587	1,267,274	1,298,990
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	553,997	546,814	549,618	555,907	566,698	577,698

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	1,688,955	1,718,609	1,771,506	1,767,494	1,833,972	1,876,688
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	1,688,955	1,718,609	1,771,506	1,767,494	1,833,972	1,876,688
Ministry Program Expense	1,134,958	1,171,795	1,221,888	1,211,587	1,267,274	1,298,990
Inter-ministry consolidation adjustments	(992,185)	(1,007,083)	(1,024,301)	(1,042,400)	(1,064,672)	(1,091,388)
Consolidated Program Expense	**142,773**	**164,712**	**197,587**	**169,187**	**202,602**	**207,602**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	1,546,182	1,553,897	1,573,919	1,598,307	1,631,370	1,669,086

Government Services

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ty Lund

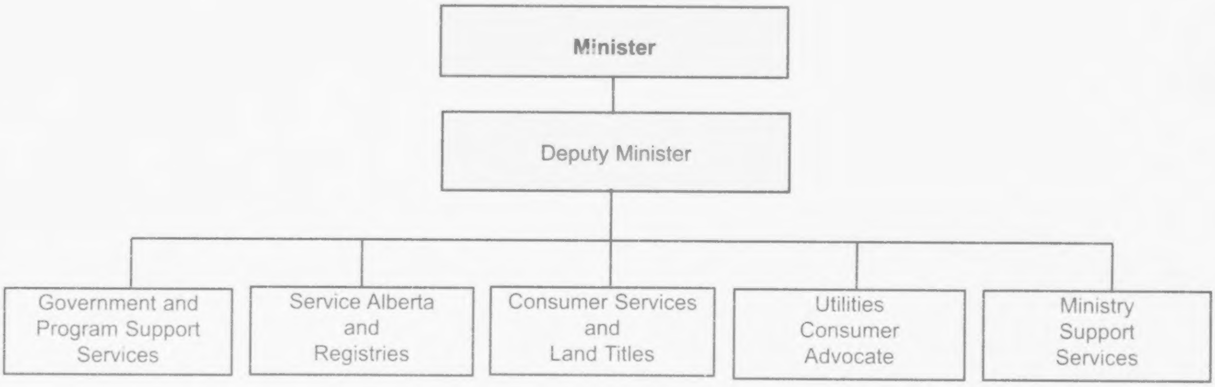
Ty Lund, *Minister of Government Services*
March 23, 2005

THE MINISTRY

Government Services provides a diverse range of services that touch the lives of Albertans on a daily basis. For example, Albertans are provided with a wide variety of efficient and affordable licensing and registration services. Consumer education and protection programs ensure that Albertans can confidently conduct business transactions in a fair and ethical environment.

The Ministry also provides support and guidance on freedom of information and privacy legislation and on information management. In addition, the Ministry champions the provincial government's cross-ministry administrative initiative, Service Alberta, which helps provide Albertans with access to quality information and services in a manner that best suits their schedule and lifestyle. The continued success of this administrative initiative depends on the ongoing commitment of our Ministry partners as we collaborate to improve service delivery.

The organizational structure of Government Services supports the diversity of services provided to a host of clients that include Albertans, internal government, local public bodies and the business community.


Minister
Deputy Minister
Government and Program Support Services
Service Alberta and Registries
Consumer Services and Land Titles
Utilities Consumer Advocate
Ministry Support Services

The Ministry also works with four regulatory organizations that administer provincial legislation on its behalf in specific market sectors: Real Estate Council of Alberta, Alberta Funeral Services Regulatory Board, Alberta Motor Vehicle Industry Council, and Credit Counselling Services of Alberta.

VISION

Albertans served with excellence through innovative leadership.

MISSION

Serving Albertans by promoting a fair marketplace, providing effective access to government information and services, and protecting privacy.

CLIENTS AND STAKEHOLDERS

Our mission involves delivering a diverse range of services to both external and internal clients. While our primary external clients are Alberta consumers and businesses, we also work closely with:

- industry groups,
- non-profit organizations,
- law enforcement agencies,
- delegated regulatory organizations and other regulatory authorities,
- a network of registry agents throughout Alberta,
- other external service providers, and
- other government entities and jurisdictions across North America.

As well, Government of Alberta ministries partner with us to advance the Service Alberta initiative and to access our advice and support in administering freedom of information and protection of privacy legislation, and information and records management services.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

In fulfilling the mandate of its vision and mission, Government Services also demonstrates support for the broader goals of the Government of Alberta, as outlined in the Strategic Business Plan. The areas of opportunity most strongly supported by the Ministry include unleashing innovation and making Alberta the best place to live, work and visit. Through our efforts to ensure consumer legislation remains current and relevant, Alberta businesses and consumers can be confident of a level and competitive playing field, while our marketplace enforcement provisions deter unscrupulous businesses from preying on the vulnerable. The Ministry also contributes to Albertans' quality of life by enhancing access to government services, protecting interests in property and promoting security of personal information.

Government of Alberta Goal	Ministry Services
Goal 1: Alberta will have a diversified and prosperous economy. *Government of Alberta Strategic Business Plan Pillar: Unleashing innovation.*	• Facilitating millions of common business transactions for Albertans through registry services. • Promoting consumer confidence by continually reviewing and enforcing marketplace legislation to ensure it remains current and responsive to emerging issues.
Goal 8: Alberta will have a financially stable, open and accountable government. *Government of Alberta Strategic Business Plan Pillar: Making Alberta the best place to live, work and visit.*	• Championing the Service Alberta initiative to improve Albertans' access to government information and services. • Providing support and advisory services to public bodies that are administering the *Freedom of Information and Protection of Privacy (FOIP) Act* and records management legislation. • Leading the province's Information Management Framework. • Maintaining a competitive licensing and registration fee structure in support of the Alberta Advantage.
Goal 10: Alberta will be a fair and safe place to work, live and raise families. *Government of Alberta Strategic Business Plan Pillar: Making Alberta the best place to live, work and visit.*	• Protecting Albertans' interests through the Utilities Consumer Advocate by ensuring electricity and natural gas consumer concerns are heard at regulatory proceedings. • Delivering effective consumer awareness and protection programs targeted at those who are most vulnerable. • Supporting private sector privacy legislation that protects Albertans' personal information while enabling businesses to use information for reasonable purposes. • Maintaining the motor vehicles registry in support of the *Traffic Safety Act* and road safety initiatives. • Assisting Albertans in protecting their personal identity and ensuring Ministry-issued documents and processes help minimize fraud and identity theft. • Reducing vehicle theft in Alberta through supporting the efforts of the Alberta Vehicle Theft Committee.

The Ministry's programs and services, as well as the information contained in its registries, also indirectly contribute to other Government of Alberta goals. For example, the Ministry supports Alberta Justice's Maintenance Enforcement Program by restricting registry services to non-custodial parents who refuse to comply with child support payment obligations.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The thriving Alberta economy increases the volume and complexity of transactions that the Ministry supports, including licensing and registry services, consumer education and protection, and administration of internal government programs. Partnerships in service delivery are essential and we will continue to work with other jurisdictions, private sector organizations and Alberta's own registry agent network.

As well, it is critical that the Ministry pursue continuous improvement by capitalizing on new technology and streamlining service delivery processes to maximize the efficient use of resources. Improvement initiatives must be kept manageable, yet proceed at a pace that ensures capacity concerns and emerging business issues are addressed before services are adversely impacted.

One of the more significant emerging business issues pertains to the restructured electricity and natural gas markets. The Ministry strives to represent and protect the interests of residential, rural, and small business operators who are concerned with price and billing issues. The Utilities Consumer Advocate also advises Albertans on making informed choices about managing their natural gas and electricity purchases in this changing market environment.

The tremendously diverse services provided by the Ministry can only be effective if Albertans are aware of them. So increasing client awareness will be a key focus, in particular with respect to Service Alberta and the Utilities Consumer Advocate. The Ministry must also work to ensure that Albertans' needs and expectations are met, especially in terms of how and when they want to access services. As well, access needs must be carefully balanced with the need to ensure the security and integrity of information.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Service Excellence** **Linkage:** **All Goals**	The Ministry's commitment to service excellence is evident in its ongoing dialogue with Albertans about their current and evolving service needs and expectations. Service delivery is constantly facing new challenges as channels of distribution evolve, requiring new definitions of service standards (e.g., service standards around online delivery of service). As well, partnership and alternative service delivery models are essential for the collaborative delivery of services in the most efficient and effective manner.
2. **Security and Privacy of Information** **Linkage:** **Goals 1 and 5**	Albertans expect their government to provide the ability to exchange information and conduct transactions in a secure environment that ensures their personal information remains protected. For example, the Ministry must be vigilant in maintaining and enforcing appropriate safeguards for its registry systems and the personal information they contain. Public education is important in further protecting Albertans' identity and personal information. The Ministry is also responsible for administering legislation that protects the personal information of Albertans, whether they are dealing with government or the private (including not-for-profit) sector, and ensuring this legislation addresses emerging issues.

3. **Optimizing the Use of Technology and Information Resources**

   Linkage:
   All Goals

   Government Services will continue to use new technology to improve service delivery, ensure security of Ministry-held information and enhance efficiency in all areas of the Ministry. For example, renewal of the Ministry's registry systems will help accommodate increasing service volumes, improve access and enable more integrated delivery of services. Government Services also leads the Information Management Framework for the Government of Alberta in partnership with the Office of the Corporate Chief Information Officer. This initiative assists ministries in implementing standards, technical solutions and appropriate training for effectively managing information and records, and mitigating risks regarding the release of sensitive information. Given the increasing reliance on electronic information, the initial priority will focus on appropriate management of electronic records in keeping with the provisions of existing legislation and policies.

4. **Ensure a Fair, Competitive and Orderly Marketplace**

   Linkage:
   Goals: 1, 2, 3 and 5

   Comprehensive and effective legislation is critical to ensuring a healthy and competitive marketplace for all Albertans. Specifically, Government Services is responsible for educational and enforcement activities for 35 acts and 72 regulations. The Ministry must also be proactive in responding to emerging marketplace issues such as mortgage fraud. Another example is the Office of the Utilities Consumer Advocate that works to increase Albertans' awareness of utility issues, respond to their concerns, influence utility policy direction and offer advice on behalf of the small retail utility consumer.

SERVICE EXCELLENCE VALUES AND PRINCIPLES

Government Services employs a team of skilled, confident, and capable staff who deliver quality services to our many clients. Staff are committed to the following core values and principles as they conduct their work and interact with clients:

- **Leading Edge Service Delivery.** Our continuous efforts to streamline processes and promote innovation result in leading edge service improvements that are possible only through capitalizing on the knowledge and skills of our highly dedicated staff. Partnerships and collaborations with other ministries, jurisdictions and private sector organizations are critical to achieving effective, efficient service delivery. By leveraging the Ministry's investment in our large and complex information technology infrastructure, we will explore opportunities to improve access to programs and services, while enhancing security and privacy protection.
- **Client Driven**. By seeking input from our clients and stakeholders on service delivery and other decisions affecting their personal and business activities, we remain responsive to their needs. In addition, this feedback allows us to focus on continuous improvement, best practices, and enhanced service delivery in areas of highest priority to our clients.
- **Accountability.** We meet our commitments and take responsibility for our decisions. We set standards for performance and measure results on a regular basis for both services we deliver directly, and for those provided through our external partners.
- **Professionalism.** Our staff and partners are committed to service excellence and strive to provide timely and accurate information and services in an environment based on respect, honesty and integrity.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Support a Fair and Effective Marketplace in Alberta

Encompasses the innovative delivery of licensing and registry services, as well as consumer education and protection services to support fair business practices.

GOAL ONE 1

Efficient licensing and registration services

What it means This goal reflects our commitment to provide secure, accessible, accurate, and competitively priced licensing and registry services to Albertans:

- motor vehicles
- land titles
- charitable organizations
- personal property
- vital statistics
- cemetery approvals
- corporate registry
- business licences
- co-operatives and condominiums

As a result of sustained increases in demand, the Ministry now processes close to 15 million transactions each year on behalf of Alberta consumers and businesses. This level of activity puts significant pressure on departmental resources and its extensive information technology and communication infrastructure. The maintenance and renewal of our registry systems is therefore critical in ensuring we can continue to meet customer expectations and provide quality services through government offices, online access and a province-wide network of over 200 private registry agents.

A comprehensive legislative and accountability framework is also important in supporting our service delivery and ensuring the security and integrity of our data and operational processes. Given the ever-changing business environment, it's important that our legislation remain current in meeting the needs of Albertans. As well, we must define service standards, evaluate performance, and pursue continuous improvement initiatives for all delivery channels.

Strategies

1.1 Implement initiatives to meet increasing demand for licensing and registration services (e.g., land titles internship program).

1.2 Undertake initiatives to secure the personal information of Albertans (e.g., public education activities, strengthened policies, fraud prevention and security training/awareness).

1.3 Participate in cross-jurisdictional and inter-ministry activities to address fraud and identity theft, and reduce vehicle theft (e.g., promote capture of vehicle history).

1.4 Ensure the continued viability of the registry agent network in its ongoing evolution as a distribution network for the delivery of integrated government products and services.

1.5 Continue renewal of the registry systems to accommodate increasing service volumes, improve client access and convenience, and enable integrated service delivery.

1.6 Continue to implement enhanced compliance/accountability mechanisms that ensure excellence in private agent service delivery.

1.7 Investigate emerging legislative issues and introduce and/or amend legislation as appropriate (e.g., mortgage fraud and unlimited liability companies).

1.8 Continue to support initiatives pertaining to automobile insurance reform in Alberta.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of Ministry Call Centre clients (registry-related) who are "satisfied overall" with the quality of service received.	79%	80%	80%	80%
1.b Percentage of customers who are "satisfied overall" with services provided by:				
Registry Agents.	86%	85%	85%	85%
Land Titles.	77%	80%	80%	80%
Registry On-line Services.	83%	80%	80%	80%
1.c Comparison of Alberta's fees to other jurisdictions for:	Compared to National Avg.			
Renew registration on a Ford Taurus sedan.	18% below	Remain Competitive with the National Average		
Renew a driver's licence.	31% below			
Register a $150,000 house with a $140,000 mortgage.	81% below			
Collection agency licence.	35% below			
Direct selling licence.	15% below			

GOAL TWO 2

Informed consumers and businesses, and a high standard of marketplace conduct

What it means An effective legislative framework is critical in supporting a dynamic and growing marketplace in Alberta. Strong legislation, such as the *Fair Trading Act*, coupled with stringent business licensing requirements, contribute to a prosperous economy as consumers and businesses can be confident they are conducting business transactions in a fair environment.

Marketplace awareness initiatives are targeted to both buyers and sellers, with a focus on educating them on their rights and obligations and empowering them to help themselves. Various educational materials are provided in plain language, including tip sheets and news releases that alert the public to inappropriate business conduct and/or fraud. As well, the Ministry's Call Centre responds to inquiries and complaints. These activities empower consumers to gain a better understanding of their rights and assistance available to resolve issues.

Business trends and marketplace practices are proactively reviewed, through research and monitoring of complaints and inquiries, to ensure legislation keeps abreast of emerging issues. A targeted investigative strategy is employed to focus on the most serious violations, including deceptive marketing practices and offences against vulnerable consumer groups, such as seniors and youths. In addition, periodic inspections of regulated businesses and trust accounts are conducted.

Partnerships with other organizations enhance our awareness and protection initiatives. For example, information is shared with law enforcement agencies, government entities, consumer groups, and business organizations through national and international cooperative enforcement programs. As well, the Ministry monitors and supports various regulatory organizations that administer consumer legislation in key industries (i.e., Real Estate Council of Alberta, Alberta Funeral Services Regulatory Board, Alberta Motor Vehicle Industry Council, and Credit Counselling Services of Alberta).

Strategies

2.1 Develop and/or modernize consumer legislation (e.g., *Fair Trading Act* and the *Cemeteries Act*) to address marketplace issues, promote cross-jurisdictional harmonization, and improve consumer protection.

2.2 Implement innovative consumer awareness initiatives that promote ethical business practices and enable consumers to make informed and responsible consumer decisions.

2.3 Capitalize on national and international partnerships to undertake cooperative enforcement and consumer protection initiatives.

2.4 Establish an affordable Alternate Dispute Resolution process for handling substantive landlord and tenant disputes, without resorting to the judicial system.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Percentage of Ministry Call Centre clients (consumer-related) who are "satisfied overall" with the quality of service received.	78%	80%	80%	80%
2.b Percentage of clients who are "satisfied overall" with the quality of investigative services received.	71%	75%	75%	80%
2.c Percentage of clients who are satisfied with the quality of tip sheet information.	79%	80%	80%	80%

GOAL THREE 3

Effective advocacy of Albertans' interests in the restructured utilities market

What it means The Utilities Consumer Advocate was established in 2003 to represent the interests of the small retail consumer (i.e., residential, farm and small commercial) in Alberta's restructured utility markets. The Advocate ensures that the interests of Alberta consumers are effectively represented in regulatory proceedings. The Advocate also acts as a central point of contact to provide Albertans with information and assistance. Key responsibilities are to promote understanding of the restructured electricity and natural gas markets and to ensure that Albertans' concerns and complaints are heard and effectively addressed. The Advocate works with the Utilities Consumer Advisory Council to seek input/feedback on the needs and expectations of Albertans. This enables the Advocate to represent Albertans while working toward improvements in the regulatory process and service delivery.

Strategies

3.1 Through co-operation with other consumer organizations and their representatives, influence improvements to safeguard consumer interests and gain operational efficiencies and effectiveness in the regulatory process.

3.2 Use consumer feedback and business intelligence to influence changes to retail utility policy and business practices to protect consumers.

3.3 Ensure the accountability of utility companies in addressing consumer questions and concerns in a timely, accurate, and fair manner.

3.4 Challenge and encourage utility service providers, government departments, regulatory agencies and other key stakeholders to foster improvements in the utility marketplace.

3.5 Increase awareness of the roles and services of the Utilities Consumer Advocate and promote consumers' understanding of their options in the restructured electricity and natural gas markets.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of Albertans aware of the role/services provided by the Utilities Consumer Advocate.	31%	50%	70%	90%
3.b Percentage of contact centre customers "satisfied overall" with services received.	53%	60%	70%	80%
3.c Percentage of interveners expressing satisfaction with the cooperative protocol used in regulatory hearings.	20%	60%	70%	80%

Core Business Two: Lead Service Improvement Initiatives on Behalf of the Government of Alberta

Improves Albertans' access to government information and services, while ensuring their privacy is protected.

GOAL FOUR 4

A service environment that enables Albertans to access government information and services in a manner of their choice

What it means Service Alberta is a key administrative initiative of the Government of Alberta that enables Albertans to access government information and services in a manner of their choice. Specific objectives are to provide Albertans with accessible, integrated and quality services from the Government of Alberta. Full implementation of Service Alberta will allow Albertans to more easily find and access the information and services they need. They will receive seamless, secure and consistent service across all delivery channels. Albertans' service needs and expectations will be addressed in a positive manner, based on choice, respect and timeliness. Government Services will continue to work with ministries to develop the long-term plan and begin implementing strategies for achieving the future direction of Service Alberta.

Strategies

4.1 Gather customer feedback to ensure service delivery and access continues to meet Albertans' needs.

4.2 Work with ministries to promote and enhance service excellence.

4.3 Work with ministries to further enhance service access by telephone.

4.4 Work with ministries to promote and enhance the content and functionality of the Service Alberta website.

4.5 Promote awareness of Service Alberta and how it can help all Albertans.

4.6 Explore options for coordinating service delivery offices throughout the province under a common Service Alberta identifier that is recognizable to the public.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Percentage of Albertans who are satisfied with access to Government of Alberta services and information.	74%	78%	85%	90%
4.b Percentage of Albertans who are satisfied with the timeliness of Government of Alberta services and information.	68%	72%	76%	80%

GOAL FIVE

5

Effective management of, and access to information, and protection of privacy

What it means Government Services guides ministries in delivering their programs by providing a corporate framework for information management, access to information and protection of privacy.

Specifically, the Ministry strives to ensure that access and privacy legislation is effective and that support is provided to Government of Alberta entities, local public bodies and private sector organizations that administer the legislation.

Other core information management services include administering the Records Management Regulation and approving Ministry records retention and disposition schedules through the Alberta Records Management Committee. As well, effective information management is promoted through the provision of advice, information resources and training.

Strategies

5.1 Provide technical support to the special committee of the Legislative Assembly charged with reviewing the *Personal Information Protection Act*.

5.2 Work with other jurisdictions to foster harmonization of private sector privacy rules (e.g., legislated federal review of the *Personal Information Protection and Electronic Documents Act*).

5.3 Partner with the Office of the Corporate Chief Information Officer to implement the corporate Information Management Framework for government (e.g., develop standards and best practices for managing electronic information and introduce new technologies to foster its management).

5.4 Address emerging issues in information management, access to information and protection of privacy.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Percentage of FOIP requests completed by government public bodies within 60 days or less.	92%	90%	90%	90%
5.b Percentage of FOIP requests handled without complaint to the Information and Privacy Commissioner.	91%	90%	90%	90%

MINISTRY SUPPORT ACTIVITIES

In order to optimize the Ministry's performance, staff engage in the following support activities:

- Optimizing our technology infrastructure; providing leadership in information technology methodology development; aligning with, and contributing to, Government of Alberta information and communication standards and initiatives.
- Maintaining and testing business continuity plans to ensure the Ministry is able to provide critical services, within a reasonable amount of time, in the event of an emergency or disaster.
- Reviewing our regulations on an ongoing basis to simplify them and ensure they meet current needs.
- Promoting accurate, concise and timely communication with our clients, stakeholders and the public.

- Providing expertise and leadership in planning, research, contract and financial management, administration, risk and information/records management, as well as FOIP support to the Ministry.
- Establishing and implementing human resource strategies and initiatives that are aligned with the Ministry's business plan and the Corporate Human Resource Plan (e.g., employee well-being and professional development, recognition, and succession planning).
- Providing legal advice and guidance in support of Ministry programs and services.

2005-08 PERFORMANCE MEASURES SUMMARY

Core Business: Support A Fair And Effective Marketplace In Alberta

GOAL ONE 1 *Efficient licensing and registration services.*

MEASURE	LAST ACTUAL	2005-06 TARGET
Client satisfaction with:		
• Call Centre	79%	80%
• Registry Agents	86%	85%
• Land Titles	77%	80%
• Registries On-line	83%	80%
Fee comparisons		
• Car Registration	18% ↓	Competitive with National Average
• Driver's Licence	31% ↓	
• House/Mortgage Registration	81% ↓	
• Collection Agency Licence	35% ↓	
• Direct Selling Licence	15% ↓	

Note: Percentage ↓ (below) national average

GOAL TWO 2 *Informed consumers and businesses, and a high standard of marketplace conduct.*

MEASURE	LAST ACTUAL	2005-06 TARGET
Client satisfaction with:		
• Call Centre	78%	80%
• Investigative Services	71%	75%
• Tip Sheets	79%	80%

GOAL THREE 3 *Effective advocacy of Albertans' interests in the restructured utilities market.*

MEASURE	LAST ACTUAL	2005-06 TARGET
Albertans awareness of Utilities Consumer Advocate	31%	50%
Client Satisfaction with		
• Contact Centre	53%	60%
• Cooperative Protocol	20%	60%

Core Business: Lead Service Improvement Initiatives on Behalf of the Government of Alberta

GOAL FOUR 4 *A service environment that enables Albertans to access government information and services in a manner of their choice.*

MEASURE	LAST ACTUAL	2005-06 TARGET
Albertans:		
• Satisfaction with Access	74%	78%
• Satisfaction with Timeliness	68%	72%

GOAL FIVE 5 *Effective management of, and access to information, and protection of privacy.*

MEASURE	LAST ACTUAL	2005-06 TARGET
FOIP requests completed:		
• Within 60 Days	92%	90%
• Without Complaint	91%	90%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
[illegible]						
Licensing and Registration	61,126	63,468	61,252	70,908	71,762	71,997
Consumer Services	8,347	8,020	8,341	10,087	10,180	10,189
[illegible]	[illegible]	4,504	[illegible]	4,731	4,963	5,203
[illegible]						
Service Alberta	387	727	758	770	787	779
Government Support	3,019	[illegible]	[illegible]	5,061	5,392	[illegible]
MINISTRY EXPENSE	[illegible]	[illegible]	[illegible]	[illegible]	91,062	91,564

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Premiums, Fees and Licences						
Motor Vehicle Licences	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Land Titles	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Other	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Other Revenue						
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Other	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
MINISTRY REVENUE	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
EXPENSE						
Program						
Ministry Support Services	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
MINISTRY EXPENSE	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	91,564
[illegible]						
NET OPERATING RESULT	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	326,274	330,646	347,779	361,081	369,635	377,984
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	326,274	330,646	347,779	361,081	369,635	377,984
Ministry Program Expense	74,663	80,591	77,728	89,787	91,062	91,564
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**74,663**	**80,591**	**77,728**	**89,787**	**91,062**	**91,564**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	251,611	250,055	270,051	271,294	278,573	286,420

Health and Wellness

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Iris S. Evans

Iris Evans, *Minister of Health and Wellness*
March 24, 2005

THE MINISTRY

The Ministry consists of the Department of Health and Wellness and the Alberta Alcohol and Drug Abuse Commission (AADAC). This business plan sets out strategic changes, improvements and activities for both components of the Ministry in the three years ahead. The Ministry business plan guides the department operational plans. Supplementary information on AADAC's business plan is in the appendix. This business plan is also a framework for development of three-year health plans and one-year business plans by health authorities.

Financial information is consolidated in the attached Ministry Statement of Operations. A summary of progress on this business plan will be reported in the *2005-06 Annual Report for Alberta Health and Wellness*. A more detailed description of how the health system in Alberta works today can be found on our website at

www.health.gov.ab.ca/resources/publications/health_system_works.htm.

VISION

Albertans are healthy and live, work and play in a healthy environment.

MISSION

Provide leadership and work collaboratively with partners to help Albertans be healthy and respond to opportunities and change.

Support individuals, families and service providers in making the best decisions about their health.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Health and Wellness business plan is aligned with and supports the "Unleashing Innovation" and "Making Alberta the Best Place to Live, Work and Visit" key opportunities of the Government of Alberta 20-Year Strategic Plan.

The Ministry significantly contributes to the following medium-term strategies:

- Alberta Tobacco Reduction Strategy
- Water for Life: Alberta's Strategy for Sustainability

The Health and Wellness business plan links to the government business plan through goal 5:

- Albertans will be healthy

The Health and Wellness business plan also supports the following government business plan goals:

- Alberta's children and youth will be supported in reaching their potential (goal 4)
- Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help (goal 6).

MINISTRY OVERVIEW

HEALTH AND WELLNESS OF ALBERTANS - A SHARED RESPONSIBILITY

Albertans are an integral part of the health system; each one of us has a role. There are many incentives in place in our schools, workplaces and communities to promote healthy choices. We need to build on these, to give every Albertan the knowledge, skills and opportunities to make healthy choices.

In addition to the role of individual Albertans, health authorities[1], service providers and the Ministry also have roles and responsibilities that are both distinct and complementary. Health authorities and service providers are responsible for the planning and delivery of quality health services within their respective areas of jurisdiction. This role includes assessing needs, setting priorities, allocating resources and monitoring performance for the continuous improvement of health service quality, effectiveness and accessibility. The opportunity to develop partnerships and to coordinate the delivery of services with other community agencies is of significant importance to the total health care system.

EFFICIENT AND EFFECTIVE COORDINATION OF HEALTH AND WELLNESS SERVICES

Health and Wellness provides a health care system recognizing that many health determinants lie outside the health care system. The economic and social responsibility for the health determinants is shared by individual Albertans, communities, industry, and the provincial and federal governments.

The Ministry's role is to provide strategic direction and leadership to the provincial health system. This role includes developing the overall vision for the health system, defining provincial goals, objectives, standards, policies, encouraging innovation, setting priorities and allocating resources within the framework of provincial health legislation. The role is to assure accountability and balance health service needs with fiscal responsibility.

---

[1] The term, health authorities, refers to the nine regional health authorities, the Alberta Cancer Board and the Alberta Mental Health Board.

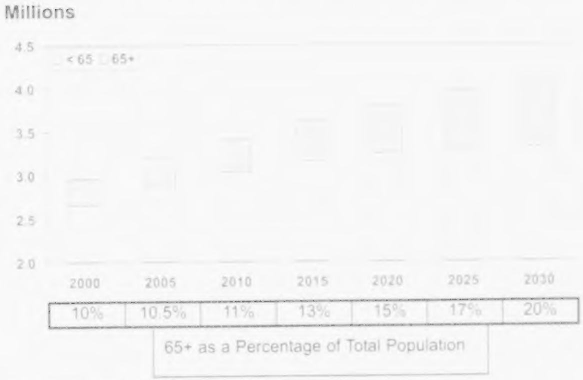
SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Government of Alberta regards the health and well being of Albertans as the most important resource for the future. While Alberta is home to one of Canada's best health systems, Health and Wellness is always seeking ways to improve how it performs and serves Albertans.

Recent innovations in key areas have laid the foundation for improved accessibility, integration and cost-effectiveness. Health Link Alberta, a province-wide information system, has been implemented to provide health advice to Albertans 24 hours a day, seven days a week. One call will connect you to a registered nurse who can answer your questions and give you sound health advice whenever you need it. Local Primary Care Initiatives are being established so that Albertans will have access to a comprehensive range of health services. The new Mental Health Innovation Fund will help regional health authorities[2] implement the provincial mental health plan. AADAC will continue to coordinate implementation of the Alberta Tobacco Reduction Strategy, focusing on youth and young adult prevention and cessation. To maintain this, we need to continue to respond to:

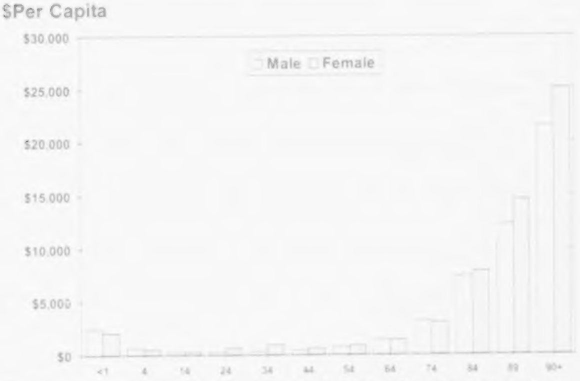
CHALLENGES	OPPORTUNITIES
Population Growth and Changing Demographics: Currently 10% of Alberta's population is 65 years of age and over and this percentage is expected to increase to 13% by 2016 and 20% by 2030. Alberta has one of the youngest populations in Canada. Aging will become a challenge later than in other provinces. The effect of aging contributes approximately 1% to annual health expenditure growth, but the larger cost driver is the expansion of services provided to seniors. See following graphs. Additionally, Alberta's population is shifting from rural to urban centres and the province has one of the highest population growth rates of approximately 1.5% per year.	**Foresight and Innovation:** Demographic shifts are predictable and we are preparing for the needs of the future while addressing the needs of today. Through innovative technology such as Telehealth and the Critical Care Line we are better able to meet the needs of rural and remote communities. Alberta's excellent health care contributes to our longer life expectancy. We have an opportunity to implement a variety of innovative care options for frail elderly and fragile people in collaboration with government ministries, health authorities and other stakeholders that will benefit Albertans over the next 20 years.

Alberta Population Projections
Five-year intervals under 65 and 65+
2000-2003 actual, 2004-2030 projections



Sources: Historical from Population Registry.
Projections based on Finance growth rates.
Prepared by: Alberta Health and Wellness, January 2005.

Per Capita Regional Health Resource Consumption
2004-05 by age and gender, based on 2002-03 activity



Per capita rates as calculated for RHA Global Funding (excludes Province-Wide Services, Cancer Board and Mental Health)
Full premium paying population plus all over 65.
Prepared by: Alberta Health and Wellness, January 2005.

---

[2] The term, regional health authorities, refers only to the nine health regions and does not include the two provincial health boards.

CHALLENGES	OPPORTUNITIES
Emerging Technologies and Pharmaceuticals: Technological change is a major cost escalator in Canada's health systems accounting for an estimated one quarter of health expenditure growth. Promising results from clinical trials of new drugs create expectations of public funding.	**Collaboration:** We will work with health authorities, health care providers, and federal, provincial and territorial colleagues to support a consistent, evidence-based approach for the evaluation of technology and pharmaceuticals. This approach will consider clinical benefits, cost effectiveness and ongoing benefits to patients and the health care system. The role of government is to evaluate new emerging technologies and pharmaceuticals and ultimately decide which of these will be publicly funded. We will also explore and evaluate the extent of drug insurance coverage, including pharmacare, to ensure all Albertans have access to quality pharmaceutical services.
Workforce Shortages: A quality health system requires an adequate supply of competent and progressive health care workers. The workforce is aging and the work environment is continually changing. For example, in Alberta, 35% of Registered Nurses are over the age of 50 and 20% are 35 and under. This means that the workforce will shrink resulting in increased wait times and reduced access for patients. An aging workforce also experiences higher injury rates (e.g., back injuries).	**Partnerships:** Continue to work with post-secondary institutions, the health authorities and professional associations on plans and initiatives to educate, recruit, remunerate and retain the needed health workforce. Work with health professions to expand scopes of practice within the *Health Professions Act* and maximize utilization of staff resources.
Quality of Health Services: Albertans have identified that the quality of services is of concern. In a recent survey four specific issues were highlighted.[3] Albertans want improved access to health care services, coordination of care among health care providers to meet patient needs and their complaints listened to and handled. Albertans also are concerned with patient safety.	**Strategic Investments:** Improve access and quality. Integrate health information management systems. **International Symposium on Health:** Provide an opportunity to profile best practices and innovative examples to allow for an informed dialogue on accessibility and quality health care.
Health Spending: Health spending balanced with an accessible quality health care system. Health care spending has been increasing 2-3 times faster than the provincial GDP.	**Accountable Spending:** Spending on all initiatives will focus on effective and efficient resource utilization, and continuous quality improvement of services.
Public Health Risk: The capacity to deal with known (e.g., SARS, West Nile virus) and unknown emergent public health risks (e.g., pandemic influenza).	**System Readiness and Flexibility:** Enhance capacity to respond to public health risks through planned collaboration with health authorities, providers and federal, provincial, territorial and municipal governments.
Aboriginal Health: Alberta's growing Aboriginal population has a variety of health challenges. Delivery of health services to remote or isolated Aboriginal communities is a challenge as is the provision of culturally appropriate services within the health care system.	**Investment:** Continue to implement and expand strategies to improve Aboriginal health in collaboration with Aboriginal leaders, health authorities, service providers, provincial and federal governments. Continue to support the Cross-Ministry Aboriginal Policy Initiative.

---

[3] Satisfaction with Health Care Services: A Survey of Albertans 2004 Final Report. Health Quality Council of Alberta. November 2004.

CHALLENGES	OPPORTUNITIES
Mental Health: One in five Canadians is affected by mental illness during their lifetime. The overall prevalence of mental illness in Canadian children and adolescents at any given point in time is about 15%. Mental illness can have a significant economic impact on individuals, their families, the health care system as well as the workplace and broader social system.	**Collaboration:** Collaborate with health authorities, service providers, and ministries to support regional implementation of the Provincial Mental Health Plan. The Mental Health Innovation Fund will improve mental health services in the province and improve patient access. Partners are addressing gaps in child and adolescent mental health services. Support the interdepartmental family violence prevention initiatives.
Addiction: Addictions affect all Albertans. Alcohol is the most frequently used drug in Alberta, and it is the drug most commonly associated with acute and chronic health and social problems. However, multiple drug use, new drugs and increased gambling opportunities are of concern, particularly among youth.	**Investment and Collaboration:** Continue to provide province-wide addiction services for Albertans. AADAC will lead the collaborative development of an Alberta Drug Strategy, enhance provincial adolescent treatment services, and will collaborate with stakeholders to enhance services to those with addiction and mental health problems.

STRATEGIC PRIORITIES 2005-08

The Ministry's strategic priorities for the next three years have been identified. These priorities are in addition to the important ongoing core activities of the Ministry.

1. **Health system innovation.**

Linkage:

To deliver the best possible care with the resources available will require foresight, collaboration and partnerships, and strategic investments. The following areas identify opportunities for investments to fill service gaps now, and to find better ways to deliver services in the future:

Goal 4

Primary health care - Implement the agreement with the Alberta Medical Association and regional health authorities to enhance access to primary health care throughout Alberta. This will help ensure that we can meet Albertans' expectations that services will be available when needed and provided in an effective and coordinated manner.
Responsibility: Alberta Medical Association, Regional Health Authorities, and Health and Wellness.

Goal 1

Promotion and prevention - Encourage Albertans to take greater personal responsibility for their own health and wellness. By choosing healthier lifestyles Albertans will be able to prevent or delay the onset of chronic conditions. Healthy eating and active living, combined with decisions that reduce personal health risks, will improve quality of life and long-term health outcomes and decrease demands on the health system.
Responsibility: Individual Albertans, Service Providers, Alberta Cancer Board, Alberta Alcohol and Drug Abuse Commission, Health Authorities, Health and Wellness, and other Ministries.

Goal 3

Community care - Expand community-based care as an effective alternative to high-cost acute care provided in traditional hospital settings. By strengthening community-based care, seniors, persons with disabilities, and those with addictions and mental health needs will be able to receive the care they need on a timely basis in their communities.

- **Continuing care** - Continue implementing strategies which provide Albertans with quality continuing care services supported in home/home-like settings.

- **Sub-acute home care** - Home care is a cost effective means of delivering services; an expansion of the services covered by home care will reduce wait times by making hospital beds available for those who are more seriously ill.
- **Mental health** - The Provincial Mental Health Plan sets a new direction for the future of mental health services in Alberta - a direction that will see mental health services integrated into the overall health care system of the province. The new Mental Health Innovation Fund will help the regional health authorities develop local initiatives to improve services for people with mental illness with a top priority placed on programs for youth.
- **Aboriginal health** - Address rural and urban issues that affect Aboriginal health status. Use culturally appropriate health system approaches.
- **Youth addictions treatment and prevention** - Thirty-two per cent of Alberta's youth report using one or more illicit drugs (e.g., cannabis and club drugs which include ecstasy and crystal methamphetamine). Counseling and treatment services will be expanded to respond to requests for youth-specific detoxification and residential treatment.

Responsibility: Individual Albertans, Service Providers, Alberta Alcohol and Drug Abuse Commission, Health Authorities, Health and Wellness, and other Ministries.

Goal 3

Access - Reduce waiting times for elective surgery and improve access to primary care, sub-acute home care and pharmaceuticals with enhanced federal funding.
Responsibility: Health Authorities, Health and Wellness, and Physicians.

Goal 6

Pharmaceuticals and new medical technology - Collaborate with other provinces and partners (e.g., Canadian Coordinating Office for Health Technology Assessment and the Common Drug Review) to manage the growing costs of emerging technologies and pharmaceuticals. Albertans have benefited from the introduction of new technologies and pharmaceuticals. These opportunities come at a cost and the challenge is to determine which investments will give the best results. Health and Wellness will work with health authorities and health care professionals so that the right technologies and drugs are used at the right time and for the right condition. It is important that all Albertans have access to quality pharmaceutical services regardless of their financial situation. Therefore, the department will also explore and evaluate the extent of drug insurance coverage, including pharmacare.
Responsibility: Health Authorities, Health and Wellness, Physicians, and Federal, Provincial and Territorial Governments.

Goal 6

Innovative Information Systems - Enable accurate diagnosis and treatment for better, safer patient care. The health of Albertans is dependant on many factors, including the rapid and accurate collection and transmission of critical health information. Provincial information technology systems enable future health system innovation and efficiency. For example, the Electronic Health Record ensures consistent and pertinent patient information is available to all health service providers. By January 2008, every Albertan will have an electronic health record. A new client registration system will improve security, minimize fraud and identify eligible persons to receive health services.
Responsibility: Service Providers, Health Authorities, Health and Wellness, and Pharmacists.

Goal 4

Health workforce recruitment and retention - Work with our partners to ensure that Alberta has the right mix and enough health providers to meet current and future needs.
Responsibility: Health Authorities, Post-Secondary Institutions, Human Resources and Employment, Professional Associations, and Health and Wellness.

Goal 1

Cross-Ministry Initiatives - Enhance the sustainability of the health system now and in the future by strengthening policy integration and collaboration across Ministries.

- Health Innovation and Wellness Initiative (Champion Ministry)
- Aboriginal Policy Initiative
- Alberta Children and Youth Initiative (Champion Ministry)
- Economic Development and Innovation Initiative
- Leading in Learning and Skill Workforce Initiative

Responsibility: All Ministries and Community Stakeholders.

2. Strengthen public health risk management capabilities.

Albertans want to know that their health system is prepared and able to protect them from risks to their health. Recent events such as the outbreak of avian influenza, SARS and West Nile virus as well as a potential pandemic have reinforced the importance of strong public health programs. Albertans are partners in this effort. Key strategies for managing public health risks include:

Linkage:

Goal 2

Protect Albertans against communicable diseases - Strengthen and restructure system capacity to respond to public health issues and risks. Create a communications partnership with other ministries, municipalities, agencies, associations (e.g., Alberta Urban Municipalities Association, Alberta Association of Municipal Districts & Counties), and other stakeholders to ensure Albertans get timely information on how to protect themselves in case of a catastrophic event such as pandemic influenza.

Responsibility: Regional Health Authorities Medical Officers of Health, Alberta Urban Municipalities Association, Alberta Association of Municipal Districts and Counties, and Health and Wellness.

Goal 2

Protect Albertans from environmental health risks - Protect Albertans from health risks in the environment through education, regulatory enforcement and partnership with other agencies.

Responsibility: Regional Health Authorities, Environment, Energy and Utilities Board, Medical Officers of Health, and Health and Wellness.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Advocate and educate for healthy living

GOAL ONE

Albertans make choices for healthier lifestyles

What it means

The health and wellness of Albertans is influenced by genetic factors, early childhood development, education, employment status, the environment and personal decisions about lifestyle behaviours. The Ministry provides health information to Albertans to promote healthy lifestyle and quality of life choices.

Strategies

1.1 Promote self-reliance by helping Albertans self-manage their health needs and make appropriate use of the health system through counseling and information services like Health Link Alberta and http://www.healthyalberta.com/

1.2 Collaborate with community stakeholders to strengthen the ability of individuals and communities to increase healthy behaviours and reduce the risk of disease, illness and injury.

1.3 Provide health and lifestyle information to help people make healthy choices to reduce the risk of disease and injury (e.g., Fetal Alcohol Spectrum Disorder, obesity, Sexually Transmitted Infections, HIV, etc).

1.4 Ensure that addiction information, prevention and treatment services are available province-wide.

1.5 Work with other ministries to target strategic health and wellness initiatives that address the health needs of children, youth, seniors, Aboriginal communities and Albertans with disabilities or who are disadvantaged.

1.6 Coordinate and integrate the department's leadership and the quality of its contribution to cross-ministry initiatives to ensure optimum strategic investments.

Performance Measures	Last Actual (year)	Target 2005	Target 2012
1.a **Self-reported health status:** Per cent of Albertans reporting they are in "excellent, very good or good health"			
Age 18 - 64	88% (2004)	90%	–
Age 65+	78% (2004)	80%	–
1.b **Life Expectancy:** Life expectancy at birth			
Male	77.5 yrs (2003)	78.0 yrs	–
Female	82.3 yrs (2003)	83.0 yrs	–
1.c **Birth Weight:** Per cent of low birth weight babies	6.2% (2000-02)	6.0%	5.5%
1.d **Exercise:** Per cent of Albertans age 12 and over who are "active or moderately active"	56% (2003)	60%	80%
1.e **Healthy Diet:** Per cent of Albertans age 12 and over who eat at least 5-10 servings of fruit and vegetables each day	39.1% (2003)	40%	50%
1.f **Healthy Weight:** Per cent of Albertans with a "healthy" body mass index (BMI)	47% (2003)	50%	55%
1.g **Diabetes:** Number of new cases of type 2 diabetes (per 1000 population at risk)			
General population	4.5 (2001)	4.3	4.1
First Nations population	9.0 (2001)	8.7	8.5
1.h **Alcohol Consumption:** Per cent of Alberta women who reported that they consumed alcohol during pregnancy	4.0% (2002)	3.5%	0%
1.i **HIV Rates:** Age adjusted rate of newly reported HIV cases (per 100,000 population)	5.2 (2004)	5.2	–
1.j **Sexually Transmitted Infections:** Rates of newly reported infections (per 100,000 population)			
Syphilis	1.45 (2004)	1.45	–
Gonorrhea	33 (2004)	35	–
Chlamydia	250 (2004)	260	–

Notes:

1.a Self-reported health status is a good indicator of the health and well-being of Albertans. How people rate their own health is affected by a variety of factors including chronic disease, disability, temporary illness and mental health.

1.b Life expectancy at birth indicates how long a newborn would be expected to live if health and living conditions remain unchanged. It reflects the health of the population and the quality of care they receive when sick.

1.c A low birth weight is 2500 grams or less. Low birth weight babies are more likely to have birth related complications, disabilities and other health problems. They are also at a greater risk of having developmental delays and health problems.

1.d-1.g Chronic diseases such as obstructive lung disease, cancer and diabetes are the leading causes of death in Alberta, and the greatest drain on our health care resources. The most common chronic diseases are linked by a few risk factors: unhealthy diets, lack of exercise, tobacco use and substance abuse. If we can make healthier choices we can move closer to the vision of Albertans are healthy and live, work and play in a healthy environment.

1.h Consuming alcohol during pregnancy can result in fetal alcohol spectrum disorder. A baby born with fetal alcohol spectrum disorder can have serious handicaps and therefore could require a lifetime of special care. Alberta's goal is to have zero per cent of women consume alcohol during pregnancy by 2012.

1.i-1.j Due to rising rates of all Sexually Transmitted Infections, a further rise is anticipated in both Sexually Transmitted Infections and HIV, potentially peaking in 2007 and then declining. These increasing rates are similar nationally and internationally. The targets represent a slowing in the rate of increase.

GOAL TWO

Albertans' health is protected

What it means The Ministry of Health and Wellness monitors the health system and provides leadership and planning for prevention services delivered through health authorities and other partners. As public health issues such as avian influenza gain attention worldwide, Albertans need to know their health system is ready and able to protect them. The Ministry provides support and leadership in the development of the overall provincial response and emergency plans to deal with outbreaks and health threats. These services help to protect Albertans from disease and injury.

Strategies

2.1 Reduce suicide and the risk of serious injury through education and targeted interventions in collaboration with other agencies. Work with AADAC, Children's Services and Solicitor General to reduce the number of youth suicides.

2.2 Protect Albertans against communicable diseases by strengthening the health system's capacity to prevent, be prepared for and respond to public health risks such as vaccine-preventable diseases, emerging threats like avian influenza and increases in sexually transmitted infections.

2.3 Protect Albertans from environmental health risks transmitted via air, water, food and physical environments through education, environmental and air quality monitoring, regulatory compliance and enforcement in partnership with other ministries.

2.4 Develop networks and initiatives that improve access to disease screening and prevention services such as the Alberta Stroke Network.

2.5 Work with other ministries on the Alberta Water Strategy to ensure safe and secure drinking water for Albertans.

Performance Measures	Last Actual (year)	Target (year)
2.a **Mortality rates:**		
Motor vehicle collisions (per 100,000 population)	12.2 (2003)	12 (2005)
Suicide (per 100,000 population)	13.9 (2003)	13 (2005)
2.b **Childhood immunization coverage rates** (by 2 years of age):		
Diphtheria, tetanus, pertussis, polio, Hib	76% (2002)	88% (2005)*
Measles, mumps, rubella	87% (2002)	98% (2008)
Pneumococcal and meningococcal	n/a	98% (2008)
2.c **Influenza vaccination:** Per cent of seniors who have received the recommended annual influenza (flu) vaccine	68% (2003-04)	75% (2005-06)
2.d **Screening rate for breast cancer:** Per cent of women age 50 to 69 screened for breast cancer within the recommended screening guidelines**	52.4% (2003)	58% (2005)

Notes:

2.a Raise awareness of the significant burden motor vehicle collisions and suicide have on society and assure Albertans that actions will be taken to impact these behaviours. Along with Alberta Infrastructure and Transportation and the RCMP, the Ministry funds and supports the work of the Alberta Occupant Restraint Program through the Alberta Centre for Injury Control and Research.

2.b Providing immunizations for childhood vaccine-preventable diseases is a major activity of the public health system. Immunizations protect children and adults from a number of vaccine-preventable diseases, some of which can be fatal or produce permanent disabilities. A high rate of coverage is needed to protect the entire community from outbreaks of these diseases. Immunizations also provide the parents of young children with the opportunity to obtain other needed health information and advice during clinic visits.
* Long-term target is 97% as outlined in the Alberta Immunization Manual, 2001 in accordance with national standards.

2.c Influenza has a significant seasonal impact on the health of Albertans and tends to be most severe among older Albertans, residents of long-term care facilities and those with certain chronic conditions. Illness and death from influenza is more likely in these populations, which affects acute care hospitals and emergency departments.

2.d Education and screening reduces the rate of breast cancer among women from 50 - 69 years of age. The screening rate for breast cancer is an appropriate indicator of the effectiveness of the health system to detect cancer as soon as possible.
** Mammographies done for diagnostic purposes are not included in this measure.

New Performance Measure under development:

The Alberta Cancer Board will be developing a screening program and measure for colorectal cancer. There are no data collected on a provincial basis at this time.

Core Business Two: Provide quality health and wellness services

GOAL THREE

Improved access to health services

What it means Albertans expect health services will be accessible where and when they are needed. Working with health authorities and service providers, federal and provincial governments, Health and Wellness sets access standards for the health system. Improved access includes waiting time and geographic access standards and options in health services. These standards and their targets are as interconnected as the health system itself, and each target affects other health services.

Strategies

3.1 Provide for continuing care services that allow Albertans to "age-in-place" in their homes and communities.

- work with regions to coordinate access to continuing care services like nursing homes and home care;
- consolidate and modernize continuing care policy and regulations; and
- collaborate with Ministry of Seniors and Community Supports to address barriers/access to continuum of care and encourage innovation.

3.2 Find innovative and culturally appropriate ways to improve access to health services for all Albertans, especially populations who have not taken advantage of health services in the past.

3.3 Work with the Alberta Mental Health Board, Regional Health Authorities (RHAs) and other partners to support their community-based implementation of the Provincial Mental Health Plan.

3.4 Provide leadership on federal/provincial/territorial work to manage the growing cost of pharmaceuticals including the protection of Albertans from catastrophic drug costs.

Performance Measures	Last Actual (2004)	Last Actual 2004	Target 2005
3.a **Wait times:** Regional Health Authority achievement of wait time targets based on clinical urgency:*	50th percentile	90th percentile	90th percentile
Hip replacement	20 wks (Nov)	57 wks (Nov)	50 weeks
Knee replacement	24 wks (Nov)	61 wks (Nov)	50 weeks
Heart surgery (Coronary Artery Bypass Grafting)	1 week (Nov)	10 wks (Nov)	8 weeks
MRI	11 wks (Nov)	27 wks (Nov)	20 weeks
3.b **Number waiting for long-term care facility placement:**			
In acute hospital		267	224
Urgent cases waiting in community setting		339	299
3.c **Household spending on drugs:** Percentage of households spending over 5 per cent of household income after taxes on prescription drugs		2.5%	2.5%
3.d **Percentage of Albertans who have used Health Link Alberta**		23%	27%

Notes:

3a-3.b Providing reasonable access to needed health service is a major objective and a defining attribute of the publicly funded health system. Longer waits affect health status and quality of life and result in more costly health services. Albertans requiring emergency surgery are not placed on wait lists.

* Data obtained from the Alberta Waitlist Registry and does not include emergency surgical patients. Targets are set for the 90th percentile as it best represents the actual waiting experience of Albertans requiring these services.
50th percentile means 50% of patients waited that long or less. Please note this is provided as supplemental information and no targets are provided.
90th percentile means 90% of patients waited that long or less.

3.c Prescription drugs are a major component of health care and some treatments can be very expensive. In 2002, Alberta households spent less on prescription drugs than most Canadians. Compared to other provinces Albertans are younger on average and enjoy one of the highest average household incomes. As well, 73 per cent of Albertans have insurance coverage for prescription drugs through either a public or private plan.

3.d Health Link Alberta is a 24 hours a day, seven days a week service which provides Albertans with access to general health and service information from a registered nurse.

New Performance Measure under development:

Health and Wellness will be developing a measure to track access to children's mental health services.

GOAL FOUR

Contemporary health workforce

What it means Provide strong leadership to ensure that a qualified and integrated health workforce meets the current and future health care needs of Albertans.

Strategies

4.1 Lead health system stakeholders in the development and implementation of health workforce plans (e.g., Comprehensive Health Workforce Plan, regional health authority workforce plans, physician resource plans, Nursing Strategy and development of Health Workforce Information Network).

4.2 Work with key stakeholders on initiatives to provide education and training programs to develop the needed health workforce (e.g., implementation of the Health Care Aide Curriculum).

4.3 Provide leadership to key stakeholders on initiatives to recruit, retain and appropriately compensate the needed health workforce (e.g., Rural Physician Action Plan, Academic and Non-Academic Alternate Relationship Plans, physician on-call programs, Tri-lateral Master Agreement for physician services, Provincial Nominee Program).

4.4 Work collaboratively with regional health authorities, professional organizations and through the Tri-lateral Master Agreement structure to improve health care through innovations in service delivery and compensation with an emphasis on the development of multidisciplinary teams (e.g., Telehealth, Health Transition Fund projects, Alternate Relationship Plans, Primary Care Initiative).

4.5 Optimize efficient utilization of the health workforce by making better use of available competencies and skills of health care practitioners (e.g., Alberta International Medical Graduate program, increased use of nurse practitioners, Provincial Nominee Program).

4.6 Promote the use of multidisciplinary teams, and incent and enable health care practitioners to work collaboratively (e.g., Local Primary Care Initiatives, Alternative Relationship Plans, Telehealth program, implementation of the *Health Professions Act*).

4.7 Develop and implement regulations for health care providers under the *Health Professions Act* to enable health care practitioners to work to their full scopes of practice.

4.8 Increase rural access to health care practitioners and multidisciplinary teams (e.g., Rural Physician Action Plan, Telehealth program, Local Primary Care Initiatives, Rural On-Call program, Rural Locum Program).

Performance Measures	Last Actual (year)	Target (year)
4.a Number of physicians in Alternate Relationship Plans*	624 (2004)	824 (2006)
4.b Number of post-graduate medical education seats	886 (2004-05)	955 (2005-06)
4.c Number of health workforce practitioners	46,700 (2003)	47,868 (2006)
4.d Proportion of Albertans who have a family doctor	84% (2004)	86% (2005)

Notes:

4.a Successful achievement of this measure will indicate that larger numbers of health services are being delivered to Albertans in models of collaborative, multidisciplinary and integrated practice.

* Alternate Relationship Plans are new physician compensation models that offer flexibility from volume driven fee-for-service payments. They support the greater use of multidisciplinary teams and other changes to improve overall patient care.

4.b Increasing the number of education seats for physicians should result in more licensed physicians. More physicians improve access to physician services and reduce wait times.

4.c Physicians, nurses (registered nurses, licensed practical nurses, registered psychiatric nurses), pharmacists and rehabilitation professionals (physiotherapy, occupational therapy, respiratory therapists) are included in this measure. Increasing the health workforce helps to reduce wait times and improve access to services.

4.d The proportion of Albertans who have a family doctor is rising and encompasses a solid majority of residents. A family doctor who knows his/her patients' history and health issues is in the best position to work with patients and their families to reduce the risk of disease and attain their health goals.

GOAL FIVE

Improved health service outcomes

What it means

Albertans expect the best possible care and outcomes when they use the health system. As part of its leadership and assurance role, the Ministry establishes quality standards for safety, accessibility and effective use of resources. This role also includes monitoring compliance. The Ministry continually updates standards and develops new initiatives in response to technological advances, demographic changes and other factors.

Strategies

5.1 Help Albertans with chronic health conditions (e.g., cancer, diabetes) maintain optimum health through appropriately managed and coordinated care including paid and voluntary support systems and networks.

5.2 Improve quality of continuing care services by:

- working with RHAs to address staffing issues and by increasing hours of client care in long-term care facilities; and
- using standardized tools to ensure quality care is provided (e.g., quality indicators, personal care plans).

5.3 Promote quality standards for health services, such as patient safety.

5.4 Strengthen the health system's capacity to prevent, monitor and report medical errors and hospital acquired infections.

5.5 Use information from the Health Quality Council of Alberta to assist in improving performance of Alberta's health system.

5.6 Initiate public reporting of outcome indicators for the key life-saving interventions of cardiac revascularization, kidney dialysis and transplants.

5.7 Pilot the transfer of ground ambulance funding and governance in the Palliser and Peace Country Health Regions for the purpose of determining whether the transfer province-wide is operationally and fiscally feasible.

Performance Measures	Last Actual (year)	Target (year)
5.a **Ambulatory Care Sensitive Conditions hospitalization rates***		
(per 100,000 age standardized population)	427 (2001-02)	400 (2005-06)
5.b **30-day heart attack survival rate for patients treated in hospital**		
(three-year average for data)	90% (1999-01)	92% (2003-05)
5.c **5-year cancer survival rate**		
Breast cancer survival rate (female rate only)	80% (1997-02)	88% (2002-07)
Colorectal cancer survival rate (male and female rates)	54% (1997-02)	60% (2002-07)

Notes:

5.a Albertans need to be assured that their health system is ready and able to treat those with chronic health conditions to maintain optimum health through appropriately managed and coordinated care.

* Reduced hospitalization rates for chronic conditions like asthma, diabetes, depression, hypertension, neurosis and alcohol and drug dependencies.

5.b Albertans expect the best care and outcomes whenever they use the health system. The 30-day survival rate for heart attacks is an appropriate measure of the quality of health care the system provides in its hospitals.

5.c Survival rates are important not only because they indicate the proportion of people who will be alive at a given point after they have been diagnosed with cancer, but also because they may allow the effectiveness of cancer control programs to be evaluated.

Core Business Three: Lead and participate in continuous improvement in the health system

GOAL SIX

Health system efficiency, effectiveness and innovation

What it means Alberta's complex health system is challenged by continuous change, rising costs, steady growth and increased public expectations. Health system innovation can only be achieved in collaboration with stakeholders and the Alberta public, through an effective coordination of efforts and clear, timely communication.

Strategies

System Management

6.1 Continue to enhance and clarify the accountability relationships within the health system as public expectations evolve (e.g., Tri-lateral Master Agreement, regional health authority health plans, long-term care and surgical services contracts).

6.2 Lead the development of a policy framework and collaborate with health authorities and professional organizations on the development of a planning framework for the health system.

6.3 Provide leadership among stakeholders in ensuring data quality.

6.4 Work with key partners and stakeholders to enable Alberta's interests to be forefront in collaborative federal-provincial initiatives.

6.5 Organize an International Symposium on Health to profile best practices and innovative examples, which will allow for informed dialogue on health innovation.

6.6 Lead the Health Innovation and Wellness Cross-Ministry Initiative, which strengthens collaboration, integration and coordination across government ministries to enhance the sustainability of the public health system.

Innovation

6.7 Continue to implement health information technology to give clinicians drug, lab and diagnostic imaging data so they can provide quality patient care.

6.8 Change the majority of Alberta's diagnostic imaging services and equipment to filmless technologies to enable earlier diagnosis and reduce unnecessary duplication of diagnostic imaging procedures.

6.9 Implement the following systems:

- electronic systems within regions and physicians' offices to provide patient information to physicians at the point-of-care[4];
- electronic tracking and referral and patient tracking systems to streamline access to selected specialty services; and
- improve system access and security to minimize fraud and better identify eligible health service recipients.

6.10 Improve processes to decide whether to publicly fund new health care technologies and drugs.

---

[4] Point-of-care electronic systems refer to the availability of patient information directly at the patient treatment site. For example, when you see your family doctor, he/she has computer access to your file in each treatment room. Funded by the Physician Office System Program.

Performance Measures	Last Actual (year)	Target (year)
6.a **Public rating of health system overall**	65% (2004)	65% (2005)
6.b **Number of care providers accessing the Electronic Health Record**	1,600 (2004)	10,000 (2005)
6.c **Access to data:** Per cent of stakeholders reporting easy access to data available from Alberta Health and Wellness*	62% (2003-04)	85% (2005-06)

Notes:

6.a Albertans who receive health services are in a good position to report from their perspective on the quality of care they receive. Several factors may contribute to their judgments about quality service including timeliness, competence, safety, health outcomes and communication between patient and provider.

6.b This is a clinical health information network that links community physicians, pharmacists, hospitals and other authorized health care professionals across the province. It lets these health care practitioners see and update health information such as a patient's allergies, prescriptions and lab tests. As more providers access the system, more consistent care and improved treatment decisions will result.

6.c Albertans want to know that stakeholders get the information they need to work effectively and efficiently, and to make the best decisions on how to improve the health system.

* A new data access model was implemented in October 2004 and a new measurement tool will be designed in 2005.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Advocate and Educate for Healthy Living	160,877	164,333	176,033	196,239	180,658	169,712
Provide Quality Health and Wellness Services	7,016,507	7,623,396	7,956,276	8,603,513	8,979,804	9,362,343
Lead and Participate in Continuous Improvement in the Health System	117,819	129,910	137,472	177,174	172,505	172,956
MINISTRY EXPENSE	7,295,203	7,917,639	8,269,781	8,976,926	9,332,967	9,705,011

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Governmental Transfers	196,380	209,274	209,274	205,291	209,527	209,527
Transfers from Government of Canada						
Canada Health and Social Transfer	1,136,440	-	-	-	-	-
Canada Health Transfer *	99,676	1,247,288	1,346,023	1,686,950	1,818,807	1,958,574
Wait Times Reduction	-	-	-	125,528	121,335	121,889
Diagnostic / Medical Equipment	49,585	49,640	99,736	49,690	-	-
Other	127,021	328,184	231,915	185,157	18,557	4,925
Premiums, Fees and Licences	963,529	950,999	922,888	898,810	911,931	925,249
Other Revenue	82,278	77,973	83,132	71,252	67,552	65,552
MINISTRY REVENUE	2,654,909	2,863,358	2,892,968	3,222,678	3,147,709	3,285,716
EXPENSE						
Program						
Regional Health Services	4,576,650	4,949,129	5,056,622	5,628,529	5,969,362	6,330,645
Accumulated Deficit Funding	-	-	92,507	-	-	-
Diagnostic/Medical Equipment	49,600	49,640	199,640	49,690	-	-
Total Regional Health Services	4,626,250	4,998,769	5,348,769	5,678,219	5,969,362	6,330,645
Physician Services	1,528,027	1,547,620	1,563,925	1,737,328	1,831,821	1,853,538
Non-Group Health Benefits	482,281	557,229	557,229	629,511	652,309	652,309
Allied Health Services	67,316	77,930	70,345	82,951	82,951	82,951
Protection, Promotion and Prevention	86,916	92,286	103,930	117,560	97,803	86,857
Human Tissue and Blood Services	122,488	130,000	130,000	137,000	137,000	137,000
Provincial Programs	131,620	215,729	189,359	240,708	208,565	208,104
Addiction Prevention and Treatment Services	61,001	66,157	66,213	74,324	78,560	78,560
Ministry Support Services	121,487	144,054	141,923	151,714	146,321	146,321
Information Technology	20,516	46,502	54,002	86,248	86,912	87,363
Health Care Insurance Premiums Revenue Write-Offs	46,723	41,363	44,086	41,363	41,363	41,363
Valuation Adjustments and Other Provisions	578	-	-	-	-	-
MINISTRY EXPENSE	7,295,203	7,917,639	8,269,781	8,976,926	9,332,967	9,705,011
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(4,640,294)	(5,054,281)	(5,376,813)	(5,754,248)	(6,185,258)	(6,419,295)

* Includes 2003-04 and 2004-05 amounts for the Health Reform Fund, which was included in the Canada Health Transfer effective April 1, 2005.

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	2,654,909	2,863,358	2,892,968	3,222,678	3,147,709	3,285,716
Inter-ministry consolidation adjustments	(196,606)	(209,274)	(209,330)	(205,291)	(209,527)	(209,527)
Consolidated Revenue	2,458,303	2,654,084	2,683,638	3,017,387	2,938,182	3,076,189
Ministry Program Expense	7,295,203	7,917,639	8,269,781	8,976,926	9,332,967	9,705,011
Inter-ministry consolidation adjustments	(426)	(200)	(256)	(200)	(200)	(200)
Consolidated Program Expense	**7,294,777**	**7,917,439**	**8,269,525**	**8,976,726**	**9,332,767**	**9,704,811**
Gain (Loss) on Disposal and Write Down of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(4,836,474)	(5,263,355)	(5,585,887)	(5,959,339)	(6,394,585)	(6,628,622)

CAPITAL INVESTMENT BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Advocate and Educate for Healthy Living	24,120	26,730	29,799	31,353	31,778	31,778
Lead and Participate in Continuous Improvement in the Health System	13,126	39,888	39,888	42,270	51,610	38,610
MINISTRY CAPITAL INVESTMENT	37,246	66,618	69,687	73,623	83,388	70,388

CAPITAL INVESTMENT BY PROGAM

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Protection, Promotion and Prevention	24,004	24,000	26,897	31,100	31,600	31,600
Addiction Prevention and Treatment Services	116	130	302	253	178	178
Ministry Support Services	-	630	630	920	-	-
Information Technology	13,126	41,858	41,858	41,350	51,610	38,610
MINISTRY CAPITAL INVESTMENT	37,246	66,618	69,687	73,623	83,388	70,388

ALBERTA ALCOHOL AND DRUG ABUSE COMMISSION (AADAC)

BUSINESS PLAN 2005-08

The Alberta Alcohol and Drug Abuse Commission (AADAC) is mandated by the *Alcohol and Drug Abuse Act* to operate and fund services addressing alcohol, other drug and gambling problems, and to conduct related research.

AADAC is an agency of the Government of Alberta reporting to the Minister of Health and Wellness. The Commission is governed by a Board of up to 12 members appointed by the Lieutenant Governor in Council. The Chair, Dave Rodney is a Member of the Legislative Assembly for Calgary - Lougheed. The Commission Board provides policy direction for AADAC's programs and services.

VISION

A healthy society that is free from the harmful effects of alcohol, other drugs and gambling.

MISSION

Making a difference in people's lives by assisting Albertans to achieve freedom from the harmful effects of alcohol, other drugs and gambling.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

AADAC is directly linked to government as part of the Ministry of Health and Wellness and is referenced in its Business Plan:

Goal 1:	*Albertans make choices for healthier lifestyles.*
Strategy:	*Ensure that addiction information, prevention and treatment is available province-wide.*

CORE BUSINESSES

Core Business 1:	Information
Goal:	To inform Albertans about alcohol, other drug and gambling issues and AADAC services.
Core Business 2:	Prevention
Goal:	To prevent the development of and reduce the harms associated with alcohol, other drug and gambling problems.
Core Business 3:	Treatment
Goal:	To provide treatment programs and services that assist Albertans to improve or recover from the harmful effects of alcohol, other drug and gambling problems.

STRATEGIC PRIORITIES 2005-08

One of the pillars of the Government of Alberta's 20-year strategic plan, *Today's Opportunities, Tomorrow's Promise*, is to make Alberta the best place to live, work and visit. AADAC contributes to this vision by delivering responsive and affordable programs and services that promote healthy living. Through review of external and internal challenges, and in addition to AADAC's core activities, the Commission has identified the following strategic priorities for 2005-08.

1. Ensure the ongoing sustainability of addiction services across the province.
2. Continue to emphasize youth programs and services for women and families.
3. Enhance research and information services to support prevention and treatment programming.
4. Maintain a priority on tobacco reduction in Alberta.
5. Continue to support employee wellness initiatives.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Information

GOAL ONE

To inform Albertans about alcohol, other drug and gambling issues and AADAC services

AADAC provides Albertans with current and accurate information on alcohol, other drugs and gambling. Information management and dissemination creates greater awareness of addiction issues and AADAC services, and is required to support the development and delivery of prevention and treatment programming. Information and resource materials are available through AADAC offices and clinics, and are accessible on the AADAC website at www.aadac.com.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of Albertans who are aware of AADAC services.	89%	90%	90%	90%
1.b Percentage of women who are aware that alcohol use during pregnancy can lead to life-long disabilities in a child.	99%	99%	99%	99%

Core Business Two: Prevention

GOAL TWO

To prevent the development of and reduce the harms associated with alcohol, other drug and gambling problems

AADAC provides programs and services that are designed to prevent alcohol, other drug and gambling problems, and reduce the harms associated with substance abuse and problem gambling. Prevention strategies are intended to increase protective factors and reduce risk factors for the population as a whole, and within specific groups.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Prevalence of smoking among Alberta youth	14%	14%	13%	13%
2.b Prevalence of regular, heavy drinking among young Albertans.	31%	31%	30%	30%

Core Business Three: Treatment

GOAL THREE 3

To provide treatment programs and services that assist Albertans to improve or recover from the harmful effects of alcohol, other drug and gambling problems

AADAC offers a broad continuum of treatment services that assist Albertans to improve or recover from the harmful effects of alcohol, other drug and gambling problems. Treatment is aimed at adults, youth, and their families who are displaying significant problems. Services include community-based outpatient counseling, day programs, crisis and detoxification services, short and long-term residential treatment, and overnight shelter. Specialized programs are available for youth, women, Aboriginal Albertans, business and industry referrals, and persons with opiate dependency or cocaine addiction.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of clients who are satisfied with treatment services.	96%	95%	95%	95%
3.b Percentage of clients reporting they were improved following treatment.	93%	93%	93%	93%

Human Resources and Employment

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

M. Cardinal

Mike Cardinal, *Minister of Human Resources and Employment*
March 23, 2005

THE MINISTRY

The Ministry of Human Resources and Employment consists of the government reporting entity of the Department of Human Resources and Employment. It also includes the Personnel Administration Office, the Alberta Labour Relations Board, the Appeals Commission for Alberta Workers' Compensation and the Workers' Compensation Board (WCB). Since the WCB is an independent employer-funded organization, its five-year Strategic Plan is not included with the Ministry's business plan.

VISION

Albertans have a fair, safe and supportive environment in which to live and work.

MISSION

To foster fair, safe and productive workplaces, enable individuals to succeed in a changing workforce, and assist people in need by providing a continuum of services, programs and information.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The work of the Ministry of Human Resources and Employment (HRE), as defined in its business plan, is fully aligned with and supports the Government of Alberta Strategic Business Plan.

Link to 20-Year Strategic Plan

The Ministry supports all four strategic opportunities.

- Unleashing Innovation
- Leading in Learning
- Competing in a Global Marketplace
- Making Alberta the Best Place to Live, Work and Visit

Link to Medium-Term Strategies

The Ministry contributes to six Medium-Term Strategies.

- Work Safe Alberta Strategy
- Alberta Traffic Safety Plan
- Rural Development Strategy
- Alberta in a Strong Canada Initiative
- Alberta Disability Strategy
- Strategy for Prevention of Family Violence and Bullying

Link to Cross-Ministry Initiatives

The Ministry supports all five Cross-Ministry Initiatives.

- Leading in Learning and Skilled Workforce Initiative (Co-champion)
- Economic Development and Innovation Initiative
- Health Innovation and Wellness Initiative
- Aboriginal Policy Initiative
- Alberta Children and Youth Initiative

Link to 2005-08 Government Business Plan

The Ministry supports ten of the fourteen Government Business Plan goals.

1. Alberta will have a diversified and prosperous economy.* (HRE Goals 2 & 3)
2. Albertans will be well prepared for lifelong learning and work.* (HRE Goal 2)
3. Alberta's international competitiveness will be enhanced.* (HRE Goals 3 & 4)
4. Alberta's children and youth will be supported in reaching their potential. (HRE Goals 1 & 2)
5. Albertans will be healthy. (HRE Goals 1 & 4)
6. Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help.* (HRE Goals 1 & 2)
7. The well-being and self-reliance of Aboriginal communities and people will be improved. (HRE Goals 2 & 3)
8. Alberta will have a financially stable, open and accountable government.* (HRE - all goals)
9. Alberta will have strong and effective partnerships with local, provincial, national and international governments. (HRE - all goals)
10. Alberta will be a fair and safe place to work, live and raise families.* (HRE Goals 4, 7 & 12)

* Ministry spending is linked to these goals.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry has identified the following environmental trends, which may influence its ability to achieve its goals:

Department of Human Resources and Employment: Alberta is expected to enjoy continued economic growth, low unemployment, high labour force participation rates, and high workforce productivity. Strong economic growth leads to labour shortages and skills deficits, wage demands and more pressure on the workplace. Other factors such as the value of the Canadian dollar, Bovine Spongiform Encephalopathy (BSE), U.S. protectionism and offshoring of jobs could result in the need for labour market adjustments and supports for transitions in some industries. The social fabric of Alberta is changing. The fast-growing population is aging and becoming more ethnically diverse with increased immigration. Despite the prosperity enjoyed by most Albertans, there are still people with incomes below the Market Basket Measure low-income threshold. There continues to be a need for greater labour force participation by groups under-represented in the workforce such as Aboriginal people and persons with disabilities. Also, the Government of Alberta continues to emphasize making government more efficient and effective and is striving to ensure the long-term sustainability of its programs and services.

Personnel Administration Office: The government's vision for the Alberta public service is "The Alberta public service is respected for its attitudes, knowledge and skills, its effective management of public policy and its dedication to achieving quality, affordable services for Albertans." Achieving this vision within a competitive labour market with changing demographic and economic trends presents challenges for human resource management.

Alberta Labour Relations Board: The Alberta labour relations field is a dynamic one that responds to changes in the economy, demographics, technology and other factors. The Board must respond to these changes while maintaining the underlying principles of Alberta's labour relations legislation. Specifically, the Board is currently meeting the challenges created by the *Labour Relations (Regional Health Authorities Restructuring) Amendment Act*, providing mediation and adjudication services for the affected parties as they deal with the transition from seventeen Regional Health Authorities to nine.

Appeals Commission for Alberta Workers' Compensation (Appeals Commission): The Appeals Commission provides a fair, independent and timely final level of appeal. While initial appeals being received are significantly above previous five-year averages and general administrative workloads continue to increase, the challenge is to provide timely, quality decisions based on a fair and accessible appeal process within the principles of natural justice.

The Ministry has identified significant opportunities arising from these challenges to focus on over the next three years:

DEPARTMENT

Human Resource Development

- To help develop Alberta's human resource capacity in order to realize the benefits which a skilled and productive workforce offers all Albertans.

The Department will place a greater emphasis on workforce development initiatives that acknowledge industry's need for greater access to skilled workers. In addition, the Department recognizes the importance of workforce productivity in keeping Alberta internationally competitive and will also ensure alignment of its objectives with trends in education, including apprenticeship training.

Partnerships

- To be a leader and innovator in developing strategic alliances and networks with others to address the people, skills and workplace agendas of the Department.

The Department will continue to consider a broad range of stakeholders as potential partners including industry, professional associations, unions, municipalities, other departments, Aboriginal governments and organizations, training providers, clients and others, and will design innovative and collaborative models to work with them.

Workplace

- To work across government and with external groups to ensure a fair, safe, healthy and balanced workplace.

The Department will continue to be an honest broker and respected voice on matters related to workplace health and safety, collective bargaining and employment standards for all Albertans.

Innovative Delivery

- To continue to pursue new and innovative ways of delivering programs and services.

The Department will take advantage of opportunities such as new technologies, integration and streamlining of policies, bundling of programs and services, outsourcing, effective resource allocation and partnerships in pursuing excellence in its business practices.

Sustainability

- To continue to support the government's sustainability agenda across various programs and services.

The Department's programs and services will continue to support the Government of Alberta's long-term overall objective of fiscal responsibility and the sustainability of programs and services.

PERSONNEL ADMINISTRATION OFFICE

Alberta Public Service

- To work collaboratively with ministries to develop innovative and leading human resource practices that effectively position the Alberta public service as an employer that offers a challenging, diverse and rewarding team environment, dedicated to making Alberta the best place to live, work and visit.

ALBERTA LABOUR RELATIONS BOARD

Labour Relations

- To continue to provide investigation, adjudication and mediation services to the Alberta labour relations community. (Services include education and consultation with stakeholders.)

APPEALS COMMISSION FOR ALBERTA WORKERS' COMPENSATION

Stakeholder Education

- To continue to work with stakeholders to enhance their understanding of the appeals process.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the following strategic priorities have been identified. These are in addition to the important ongoing core activities of the Ministry. The strategic priorities are the drivers of the Ministry's key initiatives and link to various Ministry goals as shown below:

DEPARTMENT

1. **Skills Shortages and Skills Deficits** Linkage: Goals 2, 3 and 4	Promote and support strategies which will improve the skills of Alberta's workforce, workforce productivity, the short-and long term supply of skilled labour and the labour force participation of Aboriginal peoples, persons with disabilities, immigrants, youth and older workers. Also, the Department will liaise with industry sectors (e.g., agriculture, forestry, oil and gas, and tourism) to develop Alberta's labour force.
2. **Leading in Learning and Skilled Workforce Cross-Ministry Initiative** Linkage: Goals 2, 3 and 4	The Ministry co-champions the new Leading in Learning and Skilled Workforce cross-ministry initiative. The Ministry will work towards a future where human resource capital is enhanced.
3. **Strategic Alliances** Linkage: Goals 1, 2, 3 and 4	Establish and maintain strategic alliances with key stakeholders to support the design and implementation of the Department's programs and services.
4. **Workplace Health and Safety** Linkage: Goals 3 and 4	Develop and implement strategies and approaches which will continue to reduce the incidence of workplace injuries and diseases.

PERSONNEL ADMINISTRATION OFFICE

5. **Corporate Human Resource Development Strategy** Linkage: Goals 5 and 6	The Corporate Human Resource Development Strategy is a Cross-Ministry Administrative Initiative and is a strategic priority. Initiatives under the strategy are focused on enhancing leadership capacity at all levels; attracting and retaining talent; fostering positive, safe and healthy environments, and helping employees achieve high performance.

ALBERTA LABOUR RELATIONS BOARD

6. **Labour Relations** Linkage: Goals 7, 8 and 9	The Board will continue to meet the challenge of ensuring that Alberta's labour relations community is aware of the processes that are available to them, that these processes are communicated in an understandable manner and that these processes are carried out in a consistent and timely manner.

APPEALS COMMISSION FOR ALBERTA WORKERS' COMPENSATION

7. **Appeals** Linkage: Goals 10, 11 and 12	The Appeals Commission will provide accessible and transparent appeals services in a timely manner while maintaining an uncompromised fairness of process.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: People Investments

– Providing the foundations for people in need

GOAL ONE Low-income Albertans can meet their basic needs

What it means Albertans who are unable to provide for their basic needs will receive help. Government, community and business resources are available to assist those in need. The Department, through Alberta Works, provides financial assistance, health benefits, and child support services to low-income Albertans so they can meet their basic needs and be as independent as possible.

Strategies

1.1 Provide financial and health benefits, and child support services to meet the basic needs of low-income Albertans who are eligible to receive financial assistance.

1.2 Extend health benefits and child support services to former recipients of financial assistance so they can remain independent of financial assistance.

1.3 Provide low-income families with health benefits for their children and child support services so they do not become dependent on financial assistance.

1.4 Provide low-income Albertans experiencing family violence with financial benefits to relocate and/or establish themselves in the community.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of Child Support Services clients for whom a support order or agreement is obtained.[1]	74% (2003-04)	80%	80%	80%
1.b Satisfaction of individuals with selected programs and services:				
• Income Support	70% (2003-04)	85%	85%	85%
• Alberta Child Health Benefit recipient families	99.5% (2002-03)	n/a[2]	95%	n/a[2]

---

[1] Income support program savings are maximized when child support arrangements are in place prior to Income Support file closure.

[2] Satisfaction survey conducted every two years.

A performance measure, "Percentage of Alberta Child Health Benefit (ACHB) parents who agree they are able to obtain health services they would not otherwise have been able to get for their children", will be added to Goal 1 once sufficient baseline data has been collected.

Supplemental Information	Last Actual (2003-04)	Forecast 2005-06	Forecast 2006-07	Forecast 2007-08
1. Caseloads (monthly average) Integrated Income Support:				
• Working - Supplement to Earnings	4,423	4,130	3,880	3,880
• People Expected to Work	15,540	12,370	11,950	11,950
• People Not Expected to Work[1]	9,299	11,170	11,170	11,170
• Widows' Pension[2]	1,970	1,520	–	–
• Learners[3]	25,412	25,265	25,265	25,265
Alberta Child Health Benefit (ACHB)	64,632	67,000	67,500	67,500
Alberta Adult Health Benefit (AAHB)	1,131	2,300	2,500	2,500
Child Support Services	6,606	6,760	6,605	6,605
2. Income Support cases (Expected to Work and Not Expected to Work) as a % of Alberta's Working Population (ages 15-64). 2003-04 Actual: 1.3%				

---

[1] Caseloads for 2006-07 include 330 cases, which were previously Widows' Pension clients.

[2] Current Widows' Pension clients grandfathered for two years.

[3] Includes full-time and part-time provincial and federal learners receiving income support and/or training allowance. Number of learners is the yearly number of students assisted, not a monthly average. These learners are in tuition-based training only.

Core Business Two: Skills Investments

– Helping people to be their best at learning and work

GOAL TWO

Albertans have the skills, supports and information they need to succeed in the labour market

What it means Albertans are the province's most important resource. They will continue to acquire the knowledge and skills they need to identify and participate in future opportunities, and be self-reliant and contributing members of society. The Department, through Alberta Works and other programs, supports individual Albertans, including those with barriers to employment, to get the skills, services, and career and labour market information they need to find and keep a job.

Strategies

2.1 Provide programs and services to help Albertans develop skills, find and keep employment, manage their careers and adapt to the changing labour market.

2.2 Provide programs and services to assist youth, immigrants, Aboriginal people, older workers, persons with disabilities, and income support and employment insurance clients to develop skills to increase their labour force participation.

2.3 Develop and publish career and labour market information products and resources.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Percentage of participants employed post-intervention.	79%	70%	70%	70%
2.b Percentage of clients reporting satisfaction with the program/service:				
• Career Information				
– Career Development Information Services	83%	85%	85%	85%
– Career Development Workshops	89%	85%	85%	85%
– ALIS (Alberta Learning Information Service) website	88%[1]	85%	n/a[2]	n/a[2]
– Job Order Bank Services	81%[1]	n/a[3]	85%	n/a[3]
– Labour Market Information Centre Services	94%[1]	n/a[3]	95%	n/a[3]
– Materials and Resources	99%	95%	n/a[3]	95%
– Career Information Hotline	92%	95%	n/a[3]	95%
• Work Foundations	87%	85%	85%	85%
• Training for Work	87%	85%	85%	85%

[1] 2002-03 results.

[2] Satisfaction survey for ALIS website is conducted every three years.

[3] Satisfaction survey is conducted every two years.

The Student Funding Contact Centre will be added to measure 2.b once sufficient baseline data has been collected. A performance measure, "Percentage of participants who indicate their training helped prepare them for future employment", will be added to Goal 2 once sufficient baseline data has been collected.

Supplemental Information

1. Number of participants in Work Foundations/Training for Work programs and services.
2. Percentage of participants employed post-intervention by special group type.
3. Use of career and labour market information services.

GOAL THREE

Alberta has a productive workforce that meets the needs of the economy today and in the future

What it means Alberta has a growing and changing economy where employers are aware of the challenges to remain globally competitive and have an increasingly productive workforce. The Department works collaboratively with industry, partners and other governments to assess and anticipate labour market trends. The Department also works with them to address issues related to human resource development, labour shortages, skills deficits, immigration policy, workforce planning and productivity.

Strategies

3.1 Share information with business, industry, communities and other jurisdictions on significant labour market trends and issues as well as the knowledge and skills that will be required in the workplace.

3.2 Continue to implement *Prepared for Growth: Building Alberta's Labour Supply.*

3.3 Develop alliances at the local, provincial, national and international level that will contribute to human resource development.

3.4 Co-champion the Government of Alberta's *Leading in Learning and Skilled Workforce* Cross-Ministry Initiative.

3.5 Work with the Apprenticeship Program to encourage youth participation in apprenticeship programs and increase completion rates of program participants.

3.6 Align immigration policy and programs to better reflect Alberta's economic and social priorities.

3.7 *(Key Corporate Initiative - Skills Shortages Strategy)* Develop and implement strategies to address Alberta's skills shortages, skills deficits and workforce productivity.

3.8 *(Key Corporate Initiative - Partnerships)* Implement partnership model(s) which increase staff capacity to develop and maintain strategic alliances.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Inter-provincial rank of labour force participation (Number represents inter-provincial ranking where #1 is the highest in Canada)	#1	#1	#1	#1

A performance measure, "Percentage of employers who reported no positions vacant for over four months", will be added to Goal 3 once sufficient baseline data has been collected.

Supplemental Information

1. Number of occupational groupings that are in a skills shortage situation as defined by an unemployment rate below 3%.
2. Broad Occupational Categories with an unemployment rate below 3%.
3. Labour productivity: Inter-provincial rank of real GDP in dollars per hour worked.

Core Business Three: Workplace Investments

– Supporting workplaces to make Alberta prosperous

GOAL FOUR

Alberta has a fair, safe and healthy work environment

What it means Albertans require fair, safe and healthy workplaces. The Department helps organizations develop positive labour-management relationships through better communication, problem solving and cooperation. The Department also promotes, regulates and provides information on workplace health and safety, and fair and balanced employment standards and practices. In addition, the Department ensures professional associations are governed in the public interest.

Strategies

4.1 Support Alberta's workplaces to resolve workplace issues effectively by providing mediation, arbitration and facilitation services.

4.2 Implement approaches to enhance compliance with employment standards and workplace health and safety.

4.3 Review workplace legislation to ensure it is current and relevant to Alberta's workplaces, including issues arising from the MLA *Labour Relations Code* Review.

4.4 Continue to monitor legislation governing professions and occupations to ensure it is sensitive to the needs of professional and occupational associations and stakeholders.

4.5 Promote access to employment opportunities by reducing or eliminating labour mobility barriers.

4.6 Provide Albertans with access to workplace health and safety and employment standards information.

4.7 *(Key Corporate Initiative–Work Safe Alberta)* Develop new approaches and measurement tools to further improve workplace safety.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Lost-Time Claim Rate (LTC)[1]: number of lost-time claims per 100 person-years worked.	2.9 (2003)	2.0	2.0	2.0
4.b Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout).	99.3% (2003-04)	98.0%	98.0%	98.0%
4.c Satisfaction of individuals and organizations which have used selected workplace programs and services:				
• Workplace Health and Safety Contact Centre	98%	90%	n/a[2]	90%
• Employment Standards Contact Centre	97% (2003-04)	90%	n/a[2]	90%

[1] The Lost-Time Claim Rate provides an estimate of the probability of disabling injury or disease to a worker during a period of one year's work. The lower the Lost-Time Claim Rate, the lower the probability of worker injury or disease.

[2] Satisfaction survey is conducted once every two years.

Performance measures for "Annual change in the number of lost-time claims", "Satisfaction with Mediation Services", and "Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards", will be added to Goal 4 once sufficient baseline data has been collected.

Supplemental Information

1. Percentage change in the Lost-Time Claim Rate for targeted employers - employers with a poor health and safety record.
2. Percentage of the public aware of workplace health and safety.
3. Percentage change in the number of Certificate of Recognition (COR) holders.
4. Lost-Time Claim Rate for Certificate of Recognition (COR) holders compared to non-COR holders within selected industry sectors.
5. Use of workplace information services.

Core Business Four: Human Resource Management

– Providing strategic leadership of human resource management in the Alberta public service

GOAL FIVE

An integrated, effective and enabling human resource management framework in the Alberta public service

What it means

A comprehensive policy framework for human resource management enables a positive and productive working environment and accountability for the management of human resources in the Alberta public service. The framework provides a corporate approach that is established in collaboration and consultation with stakeholders. It includes the areas of benefits, compensation, classification, labour relations, collective bargaining, staffing, workforce development and workplace health. Functional experts provide consulting services to ministries to support the effective implementation of human resource initiatives. Information technology tools and strategies are sought out and used to leverage the effectiveness of human resource programs.

Strategies

5.1 Develop and maintain comprehensive human resource policies.

5.2 Address emerging human resource trends and issues.

Performance Measures	Last Actual (2002-03)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Client satisfaction with human resource strategies and policy frameworks.	81%	n/a[1]	85%	n/a[1]
5.b Client satisfaction with working relationships with the Personnel Administration Office.	90%	n/a[1]	90%	n/a[1]

[1] Satisfaction survey completed every two years.

GOAL SIX

An engaged and healthy public service that is positioned to meet emerging and diverse government goals

What it means The public service is dedicated to superior client service and business excellence in delivering programs and services to Albertans. The ability to attract, engage, develop and retain skilled and knowledgeable employees is critical to achieving the goals of government. The overall productivity and success of employees is supported through a healthy and safe work environment, opportunities for input and involvement and ongoing recognition for a job well done. Addressing issues of work/life balance and building effective working relationships contributes to a positive work environment. A strong commitment to building capacity and continuous learning ensures there are talented people to meet the challenges of today and the future.

Strategies

6.1 Attract and retain talent.

6.2 Foster continuous learning and build employee capacity.

6.3 Support and enhance employee performance.

6.4 Foster a positive, safe and healthy work environment.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Percentage of employees who are satisfied with their employment in the Alberta public service.	80%	83%	85%	85%
6.b Alberta public service Lost-Time Claim Rate (per 100 person-years worked) - data based on calendar year.	1.8 (2003)	1.0	1.0	1.0

Core Business Five: Labour Relations - Adjudication, Investigations and Mediation

– Impartial application of Alberta's labour laws

GOAL SEVEN

The Alberta labour relations community receives timely, effective and efficient services

What it means It is important that labour relations matters be dealt with as quickly as possible to ensure situations do not grow into larger more complicated issues. The Alberta Labour Relations Board ensures the effectiveness of the investigation process.

Strategies

7.1 Investigate applications in a timely and accurate manner to ensure early resolution of differences.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
7.a Average number of days from the acceptance of an application to the date of the first hearing.	50	46	44	43

GOAL EIGHT 8

Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings

What it means Facilitated settlements help build effective relationships. In many applications, the Alberta Labour Relations Board works with the parties to help settle disputes before they get to hearing.

Strategies

8.1 Ensure that Board officials develop and maintain the proper facilitation skills required and that these techniques and skills are applied to all appropriate applications.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
8.a Percentage of applications, with Board involvement, settled before reaching a formal hearing[1]	55%	55%	56%	57%

[1] Certifications and Revocations are not included as they are mandated to go to hearing if applicant demonstrates sufficient statutory requirements. However, it is common for the numerous and sometimes complicated issues relating to these applications to benefit from Board settlement efforts.

GOAL NINE 9

Make clear and timely decisions for the parties to quickly implement the resolution

What it means It is important for labour relations decisions to be well reasoned and researched, but this must be tempered by the needs of the parties to have issues resolved quickly. The Alberta Labour Relations Board balances the needs for accuracy with the effectiveness of the decision-making process and the needs of the parties.

Strategies

9.1 Render decisions within 90 calendar days from the completion of the hearing.

9.2 Render all decisions within 180 calendar days from the completion of the hearing(s).

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
9.a Percentage of decisions rendered within the prescribed number of calendar days from the completion of the hearing(s).	71%	85%	85%	85%
9.b Percentage of decisions rendered within 180 calendar days from the completion of the hearing.	95%	100%	100%	100%

Core Business Six: Appeal Service from Workers' Compensation Decisions

– Hearing worker and employer appeals arising from WCB review body decisions

GOAL TEN Provide a timely appeal service

What it means Appeals need to be decided within reasonable time limits giving consideration to the varying complexity of individual appeals.

Strategies

10.1 Establish appeal processing mechanisms based on different streams of appeals (i.e., standard appeals and complex appeals).

10.2 Ensure all parties understand their role and responsibilities in appeal processing and that their responsibilities are completed to ensure hearing readiness.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
10.a Average number of days of processing time required by the Appeals Commission from the date the appeal is received until the appeal is finalized:				
• Standard Appeals	202[1]	190	170	145
• Complex Appeals	202[1]	242	230	210

[1] These figures reflect combined standard and complex appeals.

GOAL ELEVEN Provide fair decisions on appeals

What it means Quality and consistency of decisions and fairness of processes are indicators of the effectiveness of the appeal system and are important, as the Appeals Commission is the final level of appeal. The fair and consistent application of legislation, policy and the principles of natural justice ensures administrative practices and decisions are upheld on review.

Strategies

11.1 Continue to build and develop the competency base of the Appeals Commission through training and effective recruitment.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
11.a Percentage of the total number of Appeals Commission decisions issued that are either not challenged or are not overturned upon review by the Courts, the Ombudsman or by the Appeals Commission on reconsideration.	98.3%	98.0%	98.0%	98.0%

GOAL TWELVE 12

Provide accessible and transparent appeal services

What it means The rules, practices and procedures used in the appeal process by the Appeals Commission must be documented, clear and available for those who are or who may chose to participate in an appeal. The Appeals Commission works to improve understanding and readiness of the parties through education and the provision of information.

Strategies

12.1 Ensure accurate, informative and up to date information that is available and provided through various means including publications and the Appeals Commission Web site.

12.2 Continue the publication of Appeals Commission decisions.

Performance Measures

Two performance measures, "Satisfaction with accessibility of information and services" and "Satisfaction with transparency of procedures and policies used", will be added to Goal 12 once sufficient baseline data has been collected.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
People Investments	408,348	404,049	431,421	425,525	417,450	417,447
Skills Investments	294,663	293,445	283,455	298,751	298,993	299,146
Workplace Investments	24,161	23,477	26,266	26,642	26,653	26,653
Human Resource Management	11,979	11,344	11,344	15,536	19,366	19,366
Labour Relations - Adjudication	1,508	1,699	1,699	1,545	1,545	1,545
- Investigations / Mediation	1,425	1,147	1,147	1,316	1,316	1,316
Workers' Compensation Appeals	6,097	6,937	6,937	8,237	8,744	9,018
Salary Contingency *	-	-	20,000	-	-	-
MINISTRY EXPENSE	748,181	742,098	782,269	777,552	774,067	774,491

* $20,000,000 will be allocated to departments, as required, to pay for higher-than-budgeted salaries, wages and employee benefit costs.

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	3,600	20,233	20,233	11,769	11,769	11,769
Transfers from Government of Canada	220,369	219,461	212,267	217,113	213,725	213,979
Premiums, Fees and Licences	290	264	300	300	300	300
Other Revenue	17,605	18,662	21,162	23,687	24,194	24,368
MINISTRY REVENUE	241,864	258,620	253,962	252,869	249,988	250,416
EXPENSE						
Program						
Income Supports (Income and Health Benefits)	291,320	280,613	305,043	295,143	290,908	290,908
Widows' Pension	6,689	6,800	6,458	6,246	-	-
Alberta Child Health Benefit	20,953	23,027	22,381	23,720	25,168	25,168
Alberta Adult Health Benefit	3,894	4,246	7,394	8,869	9,877	9,877
People Investments - Support Services	70,740	74,708	75,010	76,376	76,454	76,454
Career Information	46,716	41,052	43,334	42,699	42,699	42,699
Income Supports for Learners (Income and Health Benefits)	88,724	81,744	78,255	79,929	79,928	79,928
Work Foundations	32,380	34,660	30,310	35,577	35,577	35,577
Training for Work	81,333	88,920	84,684	92,355	92,368	92,368
Workforce Partnerships	2,237	2,538	2,242	2,986	3,086	3,236
Skills Investments - Support Services	33,236	33,898	34,694	34,573	34,580	34,580
Workplace Relationships	1,852	2,210	2,251	2,246	2,246	2,246
Workplace Health and Safety	14,649	13,670	16,316	16,522	16,522	16,522
Employment Standards	5,157	5,329	5,361	5,497	5,497	5,497
Workplace Investments - Support Services	1,680	1,418	1,418	1,429	1,429	1,429
Labour Relations and Adjudication	2,933	2,846	2,846	2,861	2,861	2,861
Personnel Administration Office	8,413	8,709	8,709	12,901	16,731	16,731
Workers' Compensation Appeals	6,097	6,937	6,937	8,237	8,744	9,018
Ministry Support Services	24,730	26,114	25,967	26,727	26,733	26,733
Valuation Adjustments and Other Provisions	4,448	2,659	2,659	2,659	2,659	2,659
Salary Contingency *	-	-	20,000	-	-	-
MINISTRY EXPENSE	748,181	742,098	782,269	777,552	774,067	774,491
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(506,317)	(483,478)	(528,307)	(524,683)	(524,079)	(524,075)

* $20,000,000 will be allocated to departments, as required, to pay for higher-than-budgeted salaries, wages and employee benefit costs.

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	241,864	258,620	253,962	252,869	249,988	250,416
Inter-ministry consolidation adjustments	(3,600)	(20,233)	(20,233)	(11,769)	(11,769)	(11,769)
Consolidated Revenue	238,264	238,387	233,729	241,100	238,219	238,647
Ministry Program Expense	748,181	742,098	782,269	777,552	774,067	774,491
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**748,181**	**742,098**	**782,269**	**777,552**	**774,067**	**774,491**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(509,917)	(503,711)	(548,540)	(536,452)	(535,848)	(535,844)

APPENDIX

VISION AND MISSION STATEMENTS

DEPARTMENT OF HUMAN RESOURCES AND EMPLOYMENT

VISION	MISSION
Alberta works because we invest in people	To provide a continuum of services and information that enables individuals to succeed in the changing workforce, fosters safe and healthy workplaces, and assists people in need.

PERSONNEL ADMINISTRATION OFFICE

VISION	MISSION
PAO - Building a strong public service	To provide corporate human resource strategies, policy frameworks and strategic support services that enable ministries to fulfill their business plans and achieve government's vision of the Alberta public service.

ALBERTA LABOUR RELATIONS BOARD

VISION	MISSION
A fair and equitable labour relations climate in Alberta	To administer, interpret and enforce Alberta's collective bargaining laws in an impartial, knowledgeable, efficient, timely and consistent way. It will do this by: 1. Educating the labour relations community and the public of their statutory rights and obligations; 2. Developing policies and processes that will assist the parties to prevent disputes or resolve their differences over these rights and obligations without resorting to litigation; and 3. Providing timely, appropriate, impartial resolution of those differences.

APPEALS COMMISSION FOR ALBERTA WORKERS' COMPENSATION

VISION	MISSION
The leader in innovative appeal services	To provide a timely, fair and independent appeals process consistent with legislation, policy and the principles of natural justice.

Infrastructure and Transportation

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Dr. Lyle Oberg, *Minister of Infrastructure and Transportation*
March 29, 2005

THE MINISTRY

Alberta Infrastructure and Transportation's responsibilities are wide ranging, from managing provincial transportation safety programs to the provision of policy direction, planning expertise and capital funding for supported infrastructure, to building and managing government-owned infrastructure including the provincial highway network and facilities that support government operations. Management of numerous grant programs, including municipal transportation, water/wastewater, school plant operations and maintenance funding, and administration of the Natural Gas Rebate Program are all part of our mandate. The Ministry also provides property acquisition and disposal, leasing and space planning for government facilities, management of the Swan Hills Treatment Centre, as well as air and vehicle fleet management services.

The Ministry includes the Transportation Safety Board, which adjudicates on commercial carrier compliance, controls and monitors driver licensing, and is responsible for hearings under the *Railway (Alberta) Act*.

VISION

Alberta Infrastructure and Transportation is a Centre of Excellence that provides modern infrastructure to support Alberta's growth and prosperity.

MISSION

Alberta Infrastructure and Transportation contributes to Alberta's economic prosperity and quality of life through the provision and support of effective and safe transportation, public buildings, and environmentally safe water and wastewater infrastructure.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Link to 20-Year Strategic Plan.

The Government of Alberta has identified four pillars of opportunity as cornerstones to achieving the government's vision. Infrastructure and Transportation supports **Unleashing Innovation** through the creation of research facilities, use of green power electrical energy in government buildings, implementing intelligent transportation systems, and other innovations. **Leading in Learning** is strengthened through preservation and delivery of effective and efficient facilities in support of life-long learning. **Competing in a Global Marketplace** is enhanced through long-term strategic transportation planning, coordination of transportation modes, improving transportation logistics with domestic and international markets, and providing much needed infrastructure in high growth areas such as the Fort McMurray/Wood Buffalo region. Working with municipalities and stakeholders to improve traffic safety and build a modern infrastructure in support of Alberta's social, environmental and economic goals is part of **Making Alberta the Best Place to Live, Work and Visit**.

Collaboration on medium-term strategies.

Alberta Infrastructure and Transportation participates in a number of government's medium-term strategic plans. These are the policy initiatives or strategies that government has established to support the Vision and 20-year Strategic Plan, and differ from cross-ministry initiatives because the timelines associated with meeting medium-term objectives generally have a 10-15 year focus.

UNLEASHING INNOVATION

Rural Development Strategy – This strategy will provide a framework to encourage sustained growth in rural Alberta and create opportunities to foster vibrant rural communities. Participation on this strategy means the Ministry is actively engaged in ensuring appropriate infrastructure and transportation to support Alberta's economic growth and innovation.

LEADING IN LEARNING

Northern Development Strategy – The Northern Development Strategy will enable government to more effectively plan, address and coordinate sustainable development across the region. Challenges include development of northern transportation systems and providing needed infrastructure to support the delivery of government programs.

COMPETING IN A GLOBAL MARKETPLACE

Climate Change Strategy – In support of Alberta's Action Plan on Climate Change, Infrastructure and Transportation will undertake the following initiatives: energy conservation and efficient design requirements for government owned and supported buildings; long-term green power for 90 per cent of government operations; transportation greenhouse gas (GHG) sector agreements; government fleet efficiency improvements; stakeholder consultations and communications; and alternative fuel research and demonstration projects.

MAKING ALBERTA THE BEST PLACE TO LIVE, WORK AND VISIT

Alberta Traffic Safety Plan – The Alberta Traffic Safety Plan is based on information/awareness, education, standards and enforcement, and provides a coordinated approach to address traffic safety issues and reduce collisions, injuries and fatalities. This strategy is led by Infrastructure and Transportation with the participation of other ministries.

Alberta Disability Strategy – The disability community presents a unique set of needs to the government and its service providers. There is an ongoing requirement to develop and maintain disability supports based on consistent and coordinated policies and programs. It is recognized that supporting persons with disabilities is a shared responsibility, which is achieved through a more inclusive and collaborative approach to disability issues, needs and services. The Ministry provides support through various facility upgrades and transportation initiatives.

Water for Life: Alberta's Strategy for Sustainability – Water for Life is a comprehensive, ten-year strategy for water and watershed management in the province. Infrastructure and Transportation, along with a number of other ministries, is working collaboratively to ensure safe, secure drinking water; healthy aquatic ecosystems; and reliable, quality water supplies for a sustainable economy.

Link to 2005-2008 Government of Alberta Business Plan.

Goal 1: Alberta will have a diversified and prosperous economy

Goal 2: Albertans will be well prepared for lifelong learning and work

Goal 3: Alberta's international competitiveness will be enhanced

Goal 5: Albertans will be healthy

Goal 8: Alberta will have a financially stable, open and accountable government

Goal 9: Alberta will have strong and effective partnerships with local, provincial, national and international governments

Goal 10: Alberta will be a fair and safe place to work, live and raise families

Goal 11: The high quality of Alberta's environment will be sustained

Goal 13: The vitality and independence of Alberta's seniors will be supported

Goal 14: Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

AGING INFRASTRUCTURE

Much of Alberta's infrastructure is aging, resulting in maintenance and rehabilitation needs for the provincial highway network, water/wastewater management and facility infrastructure managed or supported by this Ministry. The Capital Planning Initiative, a cross-ministry effort led by Infrastructure and Transportation, works to reduce the deferred maintenance backlog through the Capital Plan with effective planning and financial management of capital investment. Ongoing maintenance and rehabilitation is required to ensure taxpayer investment is protected, but that must be balanced with the need for investment in various types of infrastructure to accommodate growth and economic pressures. The Ministry works with boards and stakeholder ministries to rationalize investment decisions on government owned and supported infrastructure.

TRAFFIC VOLUMES, COLLISIONS AND INJURIES

The amount of traffic in Alberta continues to rise due to an increasing population and a fast growing economy, resulting in major implications for the efficiency of Alberta's roads and safety of Alberta's road users. Traffic safety education, standards and enforcement are vital in changing driver habits and reducing collisions and will continue as part of the government's efforts to improve traffic safety in Alberta.

ECONOMIC GROWTH AND CHANGING DEMOGRAPHICS

The continuing growth in Alberta and the demands of an ever-increasing global economy have an impact on how the Ministry responds to the infrastructure needs throughout the province. Continued development of economic and resource areas such as the Fort McMurray/Wood Buffalo Region and just-in-time manufacturing mean that Albertans must have transportation links that allow for the efficient transport of goods. Providing an improved and efficient highway network will allow all regions of the province to participate in high growth areas of the province. As well, the amount of traffic in Alberta continues to rise resulting in major implications for the efficiency of Alberta's roads and the safety of road users.

With the aging population, demand is increasing to ensure that medically at risk drivers are safe while maintaining mobility where possible. Due to health concerns, seniors may no longer be able to drive to the health services they need. Demand for accessible transportation for seniors will increase. Alberta's aging population also has an impact on the transport industry. With a significant percentage of professional drivers nearing retirement age, there is a need for a mechanism to attract and train new entrant drivers to the commercial carrier industry.

Alberta's economic strength and continuous growth contribute to the standard of living we enjoy; however, the pace of growth and change in this province also presents a challenge on the facilities that support the delivery of government programs. Along with rapid urbanization, an increasing and aging population has an impact on the ability of existing infrastructure to meet the province's changing needs. The construction industry that provides vital support in maintaining and rehabilitating the province's infrastructure is also faced with an acute shortage of skilled trades personnel. As well, school boards are often simultaneously faced with underutilized schools and new facility requirements. Health regions are balancing the changing needs of communities, along with delivery of general and specialized services in consideration of an aging population and other demands.

NEW ALTERNATIVES FOR PROVIDING INFRASTRUCTURE

The New Fiscal Framework introduced in Budget 2003 included the development of the three-year Capital Plan allowing stable ongoing infrastructure development to take place in Alberta that is not affected by fluctuating revenue patterns. With this Capital Plan comes increased flexibility in infrastructure development including the use of alternative financing opportunities such as public-private partnerships (P3s). While recognizing that partnerships are not the solution in every instance, P3s can be very effective in bringing together innovation and resources from private and public sectors to deliver much needed infrastructure.

TECHNOLOGY AND INNOVATION

Developing and capitalizing on opportunities is important to achieving our vision. For example, the calibre of the Health Research Innovation Centres in Edmonton and Calgary will appeal to medical and research communities, helping to attract highly qualified people to Alberta. Other infrastructure innovations include designing multi-purpose facilities to allow flexibility in the future and applying new sustainable technologies to improve efficiencies in program delivery, energy usage and operating costs. Introduction of the Leadership in Energy and Environmental Design (LEED) rating system to school boards and health regions will support sustainable facilities. The Ministry also continues to undertake initiatives to further economic development, transportation safety and the safety and security of government infrastructure. Innovative approaches to engineering roads, such as developing Intelligent Transportation Systems, advanced Road Weather Information Systems, and rail crossings will be pursued to improve safety.

ENHANCED ENVIRONMENTAL STEWARDSHIP

Albertans, interest groups and government are increasingly aware of environmental issues and the need to protect our air and water quality, aquatic ecosystems and lands for present and future generations. To address this need the Ministry continues to support implementation of Water for Life: Alberta's Strategy for Sustainability. Infrastructure and Transportation ensures sound environmental practices are applied in managing the highway system, in developing water management infrastructure, and in constructing and operating government owned and supported buildings. The Ministry's new Environmental Management System enables the department to meet environmental regulatory obligations and proactively manage the environmental aspects and impacts of its activities.

SECURITY

Increased emphasis on security issues related to potential threats of terrorism, natural disasters and crime is resulting in delays at border crossings, at airports and for dangerous goods transportation. The transportation system must effectively address these potential disruptions. The transport enforcement arm of the Ministry must work closely with other ministries in gathering intelligence and detection of suspicious activities to enhance threat assessment processes. Preservation of national and international driver licence reciprocity also supports national security and highway safety. In addition, the Ministry is working with other ministries to establish a minimum standard of security for government facilities to improve the safety of employees and the public who visit these sites.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Implement the Alberta Traffic Safety Plan**

   Linkage: Goals 1 and 2

   As a result of Alberta's economic growth, traffic volumes in Alberta continue to rise exponentially which increases concern for the safety of the traveling public. In 2004, the former Ministry of Transportation initiated a comprehensive review of province-wide traffic safety issues with stakeholders resulting in a series of recommendations to change driver habits and reduce collisions. These recommendations are being considered as the Ministry undertakes further work with stakeholders to develop and implement a new Alberta Traffic Safety Plan. The new strategy will address issues such as high-risk and aging drivers, driver education, enforcement, technology and sustainable funding.

   Traffic safety education, standards and enforcement are vital in changing driver habits and reducing collisions and many of the existing programs will continue as part of government's efforts to improve traffic safety in Alberta.

2. **Co-sponsor the Cross-ministry Health Innovation and Wellness Initiative**

   Linkage: Goals 1, 6, and 8

   The Health Innovation and Wellness Initiative is a new priority cross-ministry initiative focused on more effectively meeting Albertans' expectations for accessible and high quality health services by streamlining and coordinating health and social supports and improving models of care. Infrastructure and Transportation works to ensure the most appropriate expenditure of capital dollars for health facilities through the Health Capital Program. The Ministry is also working with partner ministries to administer the Health Sustainability Initiative Fund that provides funding for the conversion of existing infrastructure to more appropriate health-related facilities, such as long-term care, and the new Rural Affordable Supportive Living Program. This program will provide funding for affordable supportive living options to accommodate seniors with health care needs.

   The Health Innovation and Wellness Initiative will also include targets for reducing fatalities and injuries as well as health care costs resulting from traffic collisions.

3. **Lead the Government's Capital Planning Process**

   Linkage:
   Goals 2, 3, 4, 5, 6, 7, 8, and 9

The Government of Alberta and the Ministry of Infrastructure and Transportation are committed to applying a more systematic approach to prioritizing infrastructure needs through the Capital Plan. As stewards of this significant investment, Infrastructure and Transportation works with our supported infrastructure stakeholders and incorporates priority transportation, building, water/wastewater and other infrastructure needs into the overall government Capital Plan. This approach to long-term planning means that all capital needs will be prioritized and critical areas addressed. The Ministry also works with partners to review options for alternative service delivery such as public-private partnerships.

4. **Support Economic Development and Innovation**

   Linkage:
   Goals 1, 2, 3, 4, 5, 6, 7, and 8

Alberta's continued growth depends on many factors with effective infrastructure being a top priority. Efficient transportation links are needed to get goods to market, and learning and health facilities are required to support growing communities.

Increased competitiveness in domestic and international markets is more attainable through projects such as twinning of the North-South Trade Corridor and development of urban corridors. As well, initiatives such as the Long Combination Vehicle Program minimize delays at border crossings for dangerous goods and other cargo. Construction of new schools, other facilities and highway improvements are underway or planned for high-growth areas such as Fort McMurray. Efforts continue with municipalities and stakeholders to ensure that required infrastructure meets local needs and supports economic development throughout the province.

Infrastructure and Transportation supports the Rural Development Strategy through the construction and improvement of infrastructure, which helps to achieve the objective of building community capacity and regional economic development.

5. **Security**

   Linkage:
   Goal 1, 2, 3, 5, and 7

The Ministry will work to ensure the physical security and safety of Albertans by updating the emergency preparedness and business resumption plans for the new combined Ministry. Efforts to improve response to severe storms and their impact on the traveling public will also continue.

Infrastructure and Transportation will also continue to work with other jurisdictions to strengthen driver licensing reciprocity, to ensure adherence to the principle of "one driver, one licence, one record." This will enhance road safety and ensure the most common form of identification, the operator's licence, is secure.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Manage provincial transportation safety programs

GOAL ONE

Improve driver, vehicle, carrier, road and rail safety

What it means Infrastructure and Transportation improves driver, vehicle, carrier, road and rail safety by ensuring effective driver education services, programs and licensing standards are in place; managing driver records and high risk drivers; implementing impaired driving programs; delivering and enforcing vehicle and commercial carrier safety programs; monitoring the handling and transport of dangerous goods; and overseeing the safe operation of provincial railways.

Strategies

1.1 Develop a cross-ministry strategy and Alberta Traffic Safety Plan to reduce fatalities and injuries on Alberta's roadways.

1.2 Pursue initiatives under Road Safety Vision 2010, Canada's national road safety strategy to meet national goals and make Alberta's roads safer.

1.3 Enhance the safety of children through programs and initiatives focusing on child safety seats, bicycle helmets and other safety programs targeted to school age children.

1.4 Continue implementation of the Graduated Driver Licensing program to enhance the safety skills of new drivers.

1.5 Undertake safety audits at the highway planning and design stage to ensure overall integration of geometrics, traffic signals, pavement markings and other specialties, and identify rest area and roadside turnout needs in conjunction with highway improvements.

1.6 Improve commercial driver competency through driver-training initiatives, hours of service regulation, fatigue management counter measures, and development and monitoring of commercial driver profiles with other jurisdictions.

1.7 Improve highway safety by implementing enhanced elements to the national driver licensing reciprocity agreement, including security provisions.

1.8 Improve highway safety through Intelligent Transportation Systems, including dynamic message signs and Road Weather Information Systems to enhance information for road users.

1.9 Ensure commercial vehicle safety through mandated inspection and on-highway inspection programs.

1.10 Renew the partnership with Transport Canada to ensure that the transportation of dangerous goods, a major component of Alberta's exports, is safe and secure within Alberta.

1.11 Monitor provincial railways to ensure railway infrastructure and equipment conform to standards.

1.12 Ensure the Transportation Safety Board has the resources it needs to conduct timely, fair and impartial appeals of departmental decisions concerning road and rail safety.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
Mechanical Safety of Commercial Vehicles				
1.a Percentage of inspected vehicles requiring on-site adjustments	22.1	24.2	23.9	23.9
Seat Belt Usage				
1.b Percentage of vehicle occupants wearing seat belts – Alberta[1]	84.9	85.5	n/a	90.0
1.c Percentage of vehicle occupants wearing seat belts – rural Alberta[1]	n/a	n/a	82.0	n/a
Involvement of Drinking Drivers in Casualty Collisions				
1.d Percentage of drivers involved in fatal collisions who were drinking	22.3	19.9	19.7	19.5
1.e Percentage of drivers involved in injury collisions who were drinking	4.6	4.6	4.6	4.4

---

[1] Transport Canada has changed the seat belt survey. Starting in 2002, the overall and rural Alberta surveys are alternating. The latest rural survey was completed in 2004 and will be conducted again in 2006. The overall survey for Alberta commenced in 2003 and will be repeated in 2005 and 2007.

Note:
A new measure for percentage of commercial vehicles, over 4500 kg or 10 passengers, involved in casualty collisions is under development. Infrastructure and Transportation is currently reviewing the Road Safety Vision 2010 sub-target, which aims at a 20 per cent decrease in road users killed or seriously injured in collisions involving commercial vehicles. The objective will be to develop a baseline and target compatible with this national sub-target.

Core Business Two: Plan, develop and manage government-owned infrastructure

GOAL TWO 2

Improve the safety, efficiency and effectiveness of provincial highway infrastructure

What it means The Ministry works to continually improve the provincial highway infrastructure by efficiently managing highway planning, design, construction, maintenance and rehabilitation; developing standards for provincial highways; and enforcing commercial carrier weights and dimensions. This includes developing strategic economic corridors such as the North-South Trade Corridor, the southeast ring road in Edmonton and the Stoney Trail in Calgary.

Strategies

2.1 Through innovation, improve highway design, construction and preservation, including research on safety, engineering and Intelligent Transportation Systems.

2.2 Develop a strategy to minimize deterioration of provincial highways, thereby reducing the amount of deferred preservation.

2.3 Implement a state-of-the-art Transportation Infrastructure Management System.

2.4 Develop the Provincial Freeway Corridor Management Plan which will identify future interchange and bypass locations and assist in long-term planning of the provincial highway network.

2.5 Develop and proceed with implementation of a northern highways strategy to improve the effectiveness and efficiency of strategic northern corridors.

2.6 Employ innovative approaches to monitor, enforce and manage truck weight, dimension and safety limits on provincial highways.

2.7 Commence rationalization of the provincial highway network in partnership with local municipalities to ensure local and provincial needs are met.

2.8 Pursue opportunities to develop cost-shared joint-use vehicle inspection stations with adjacent jurisdictions to enhance efficiencies and ensure consistency among the provinces.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a **Physical Condition of Provincial Highways**				
Percentage in good condition	65.5	62.0	58.5	56.0
Percentage in fair condition	23.3	24.0	25.0	25.5
Percentage in poor condition	11.2	14.0	16.5	18.5
2.b **Utilization of Provincial Highways**				
Percentage of provincial highways that accommodate current traffic volumes to the required level of service	99.9	99.0	99.0	99.0
2.c **Functional Adequacy of Provincial Highways**				
Percentage of provincial highways that are not subject to weight restrictions and meet current engineering standards	80.1	79.8	79.7	79.6
2.d **Provincial Highway Paving**				
Remaining kilometres of graveled provincial highways to be paved[1]	630	560	500	430
2.e **Construction Progress on the North-SouthTrade Corridor**				
Percentage of four-laning open to travel	82.0[2]	84.0	89.0	90.0
2.f **Ring Roads in Edmonton and Calgary**				
Percentage of ring roads open to travel	18.2	18.2	26.5	40.0

[1] Measures the kilometres of gravel provincial highways requiring paving, based on either average traffic volume of over 400 vehicles per day or to ensure surface continuity on strategic roads.

[2] Value has been corrected from that shown in the Alberta Transportation 2003-2004 Annual Report.

Note:
Targets for the performance measures in this table are expected outcomes based on what the Ministry can achieve given budget resources and considering factors outside its direct influence. The Ministry challenges itself to exceed these targets if possible.

GOAL THREE

Ensure safe and effective water management infrastructure on behalf of Environment

What it means Continue to work with Environment in effectively developing and maintaining water management infrastructure. Provision of professional, technical and management services to Environment for rehabilitation and upgrading of existing water management infrastructure, as well as the design and construction of new water management projects is also included. Projects primarily consist of dams and canals including related environmental impact assessments.

Strategies

3.1 Complete construction of projects and continue rehabilitation of the main canal of the Carseland Bow River system to ensure a secure water supply to the area.

3.2 Develop a multi-year rehabilitation program for Alberta Northern Erosion Control Program projects in conjunction with Environment.

3.3 Develop a program to rehabilitate provincially supported water drainage infrastructure.

3.4 Rehabilitate and maintain provincially owned water management infrastructure through efficient planning and resource allocation.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a **Progress on Completion of Major Water Management Construction Projects**				
Percentage of Carseland/Bow River rehabilitation completed	14.0	35.0	53.0	69.0

Note:
Targets for the performance measure in this table are expected outcomes based on what the Ministry can achieve given budget resources and considering factors outside its direct influence. The Ministry challenges itself to exceed these targets if possible.

GOAL FOUR

In partnership with all ministries, effectively plan and manage government owned and leased facilities to support the delivery of government programs

What it means In partnership with all ministries, Infrastructure and Transportation is responsible for providing overall capital and operating management of government owned and leased facilities including office space, courts, correctional facilities, warehouses and maintenance facilities, laboratories and research centres. The Ministry also plays a key role in ensuring the health and safety needs of occupants and visitors are met through monitoring and improving air quality in government buildings. The mandate to manage government buildings also includes an obligation to minimize the environmental impact of our activities.

Strategies

4.1 Develop, maintain and implement accommodation plans for government clients.

4.2 Address physical building and site security needs in government buildings in collaboration with partners.

4.3 Assist government departments and agencies in development and implementation of emergency and safety plans for government owned and leased buildings across the province.

4.4 Ensure accessibility needs for persons with disabilities are fully considered in ministry building design standards, policies, programs and projects.

4.5 Apply risk management and remediation initiatives to address environmental concerns at properties owned by government.

4.6 Monitor energy efficiency and operating costs of government owned and leased facilities and make cost-effective improvements.

4.7 Incorporate best practices in indoor air quality standards and ensure appropriate processes are followed to address any incidents, such as mould, that may occur.

4.8 Minimize the net cost to government through operating the Swan Hills Treatment Centre in a safe and efficient manner.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a **Ministry-Owned and Operated Facilities – Physical Condition**				
(revised scale commencing in 2005-06)				
Percentage in good condition	47.0	44.0	42.0	40.0
Percentage in fair condition	49.0	52.0	54.0	56.0
Percentage in poor condition	4.0	4.0	4.0	4.0
4.b **Ministry-Owned and Operated Facilities – Utilization**				
Percentage within targeted capacity	91.2	93.2	93.7	94.9
4.c **Ministry-Owned and Operated Facilities – Functional Adequacy**				
Percentage that provide acceptable functional service	83.5	88.5	88.8	91.3
4.d **Average Operating Cost per Square Metre of Ministry Owned and Operated Office Space**				
Percentage of operating cost compared to industry average[1]	74.1	<90	<90	<90
4.e **Energy Consumption per Square Metre in Ministry Owned and Operated Facilities**				
Megajoules per gross square metre	1,752	1,750	1,750	1,750

[1] Ministry target for each year is to not exceed ninety per cent of the annual industry average.

Note:
Targets for performance measures 4.a, 4.b and 4.c in this table are expected outcomes based on what the Ministry can achieve given budget resources and considering factors outside its direct influence. The Ministry challenges itself to exceed these targets if possible.

Core Business Three: Partner with municipalities and boards to plan, develop and implement infrastructure that meets local needs

GOAL FIVE

Support municipal infrastructure needs

What it means Municipalities provide a number of essential local services including water/wastewater services. In support of these municipal programs, Infrastructure and Transportation provides funding for eligible municipal water/wastewater facilities through the Alberta Municipal Water/Wastewater Partnership, focusing on addressing health and environmental concerns as a top priority. Developing and upgrading of transportation infrastructure is also funded through various grant programs for eligible projects and the ministry participates, along with municipalities and communities, in accessing federal infrastructure programs.

Strategies

5.1 Assist municipalities with water supply, water treatment, and wastewater treatment and disposal facilities through the provision of funding under Alberta Municipal Water/Wastewater Partnership program consistent with the cross-ministry Water for Life Strategy.

5.2 Continue to provide grant funding to assist Alberta municipalities with developing and upgrading infrastructure through the Basic Capital Grant, Cities Special Transportation Grant, the Streets Improvement Program, the Rural Transportation Partnership and the Infrastructure Canada-Alberta Program.

5.3 Provide the cities of Edmonton and Calgary with annual transportation funding based on five cents per litre of fuel delivered within their boundaries.

5.4 Administer the Resource Road Program to assist rural municipalities, towns and villages that experience resource and new industry-based traffic.

5.5 Finalize program criteria and administer the Infrastructure Canada–Alberta Program, Municipal Rural Infrastructure Fund and New Deal for Cities and Communities programs.

5.6 Develop guidelines and deliver a new $3 billion Municipal Infrastructure Program to upgrade municipal water, wastewater, transportation and other infrastructure.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
5.a **Client Satisfaction Survey**[1] – Percentage of municipal clients satisfied with overall quality of service (based on a scale of 1 to 6)	95.0	92.0	n/a	94.0

[1] Client Satisfaction Survey is conducted on a biennial basis. Respondents rate satisfaction based on a scale of 1-6, 1 being very dissatisfied and 6 being very satisfied. The next survey will be conducted in 2006 based on the 2005 calendar year.

Note:
Development of a measure to determine the performance of municipal infrastructure is underway.

GOAL SIX 6

Provide leadership and funding for the development and preservation of health facilities, schools, post-secondary institutions and seniors' lodges

What it means Albertans are passionate about the delivery of health services and about providing for Alberta's seniors. Infrastructure and Transportation shares that view. It is also recognized that a good education is the basis for providing opportunities to enhance the future of Alberta's children and the future of this province. The Ministry works in partnership with school boards, post-secondary institutions and health regions as well as Education, Advanced Education, Seniors and Community Supports, and Health and Wellness to provide government-supported infrastructure to meet the educational and health program needs of Albertans. There are also strong and effective partnerships in place with seniors' lodge foundations to support the upgrading of seniors' lodges and provide new affordable housing units in Alberta.

Strategies

6.1 In partnership with boards and other ministries, implement the approved projects identified in the 2005-08 Capital Plan.

6.2 Work with school boards, health regions, post-secondary institutions, government ministries and other stakeholders to consider life-cycle costing in updates of long-term capital plans.

6.3 Complete development of the new Health Research Innovation Centres at the Universities of Calgary and Alberta to enhance research and development capacity in Alberta.

6.4 Offer a range of project management services to seniors' lodge foundations to complete projects under the Lodge Upgrading Program.

6.5 Assist seniors' lodge foundations with ongoing planning for future capital maintenance requirements for preservation of seniors' lodges.

6.6 Explore opportunities with Education and school boards to revitalize school facilities in all Alberta communities and pursue alternative funding methods to facilitate an equitable framework for funding programs.

6.7 Consult with stakeholders to develop and implement a new accountability framework for capital and plant operations and maintenance funding for schools and capital funding for health facilities and post-secondary institutions.

6.8 Define, in conjunction with school boards, the impact of recommendations flowing from Alberta's Commission on Learning regarding class sizes and the ongoing implementation of Alberta SuperNet across the province.

6.9 Finalize space classification data with post-secondary institutions and Advanced Education for use in the planning process.

6.10 Update and maintain the guidelines for cost and space for supported facilities to reflect the impact of construction cost escalation.

Performance Measures	**Last Actual (2003-04)**	**Target 2005-06**	**Target 2006-07**	**Target 2007-08**
6.a **Health Facilities – Physical Condition**				
Percentage in good condition	84.0	85.0	86.0	86.0
Percentage in fair condition	11.0	10.0	10.0	10.0
Percentage in poor condition	5.0	5.0	4.0	4.0
6.b **Schools – Physical Condition**				
Percentage in good condition	52.0	52.0	51.0	51.0
Percentage in fair condition	42.0	43.0	44.0	44.0
Percentage in poor condition	6.0	5.0	5.0	5.0
6.c **Post-Secondary Institutions – Physical Condition**				
Percentage in good condition	45.0	45.0	46.0	46.0
Percentage in fair condition	39.0	39.0	40.0	41.0
Percentage in poor condition	16.0	16.0	14.0	13.0
6.d **Client Satisfaction Survey** – Level of satisfaction indicated by Boards (based on a scale of 1 to 6)[1]	4.8 (2003)	4.9	n/a	5.0

[1] Client Satisfaction Survey is conducted on a biennial basis. The next survey will be conducted in 2006 based on the 2005 calendar year.

Notes:
Targets for performance measures 6.a, 6.b and 6.c in this table are expected outcomes based on what the Ministry can achieve given budget resources and considering factors outside its direct influence. The Ministry challenges itself to exceed these targets if possible.

A post-secondary facility utilization measure is under development to measure the gross supported space per full load student within the post-secondary system.

Core Business Four: Represent Alberta's interests in transportation policy

GOAL SEVEN 7

Work with stakeholders and other jurisdictions to develop and promote policies in support of efficient transportation

What it means Through partnering with other levels of government and stakeholder groups, this goal supports development of a national transportation strategy; commercial carrier standards; continuation of barrier-free transportation initiatives; and other program and policy initiatives related to all modes of transportation.

Strategies

7.1 Work with stakeholders and municipalities to ensure appropriate transportation infrastructure investment to maintain efficient and integrated networks and supply chains.

7.2 Develop access routes and inter-modal trade corridors to better connect Alberta shippers to the United States and other world markets and continue negotiations with the Tsuu T'ina Nation to extend the Southwest Calgary Ring Road.

7.3 Contribute to the water strategy and climate change initiatives.

7.4 Lead the Alberta Advisory Committee on Barrier-Free Transportation in developing strategies to improve access to transportation facilities and systems for persons with disabilities and seniors.

7.5 Work with the federal government to deliver the Strategic Highway Infrastructure Program and Canada Strategic Infrastructure Fund to support the development of trade highways in Alberta.

7.6 Develop a Strategic Transportation Vision providing a long-term (up to 30 year) view of transportation in Alberta and Western Canada, taking into account projected urban and rural growth patterns, safety, resource development and intelligent transportation systems research and planning.

7.7 Develop transportation infrastructure in support of northern economic development.

7.8 Collaborate with the aviation industry and federal government to provide input to the National Aviation Strategy.

7.9 Work with stakeholders and other jurisdictions in negotiating and developing effective and harmonized motor carrier regulations across Canada.

7.10 Pursue a regional weight threshold for commercial vehicles and further efforts to harmonize vehicle weight and dimensions with western provinces, territories and Alaska.

Performance Measures

Note:
A barrier-free performance measure is under development and will determine the effectiveness of Alberta Infrastructure and Transportation's programs as they relate to barrier-free projects.

A stakeholder satisfaction survey is being developed to assess the level of satisfaction with how well stakeholder interests are being represented in federal negotiations.

Core Business Five: Provide strategic services to government ministries, boards and agencies

GOAL EIGHT 8 Provide cross-ministry leadership and support to priority programs and initiatives

What it means Supporting the Government of Alberta's Vision and Strategic Business Plan involves working with other ministries on initiatives of mutual interest. As part of its role in overseeing government's facility and land portfolio, the Ministry works with client departments, and some boards and agencies, to lease required space, acquire properties, divest surplus lands or underutilized properties, and provide real estate and land planning services.

Strategies

8.1 Lead the Cross-Ministry Capital Planning Initiative and prioritization of all capital needs that become part of future government Capital Plans.

8.2 Collaborate with stakeholders to explore opportunities for multi-use facilities and continue to pursue alternative financing opportunities, such as public-private partnerships, where cost effective and feasible.

8.3 Acquire or lease property as appropriate to client needs.

8.4 Sell or divest surplus and underutilized properties and take a lead role in providing services for disposal of properties for government ministries.

8.5 Plan, develop and administer the Edmonton and Calgary Transportation and Utility Corridors.

8.6 Continue to develop and implement the Building and Land Infrastructure Management System to enhance planning management of ministry owned and supported facilities.

8.7 Maintain an Environmental Management System for the Ministry comprising policies, procedures and practices to identify and manage environmental impacts associated with the Ministry's products, services and activities.

8.8 Enhance environmental protection in the province by participating in an initiative to create a single-regulator system for developments affecting land, water or air.

8.9 Support the Aboriginal Policy Initiative by providing opportunities for Aboriginal people to participate in ministry projects undertaken on their lands; aid in development of traffic safety strategies appropriate to their needs; and provide accommodation needs to support delivery of programs.

8.10 Support government priorities for Albertans through delivery of key initiatives such as the Natural Gas Rebate Program.

8.11 Co-champion the Health Innovation and Wellness Initiative with Health and Wellness, Seniors and Community Supports, and Finance to provide leadership in the following programs and initiatives:

a) Working with Seniors and Community Supports and Health and Wellness, a new Rural Affordable Supportive Living Program will be administered to add affordable living spaces in rural areas during 2005-07;

b) Optimize the use of existing health infrastructure through the Health Sustainability Initiative Fund that will provide funding over three years for health facility conversions, new service delivery models, community health and mental health services integration and realignment of regional services; and

c) Lead the Alberta Traffic Safety Plan and undertake initiatives to increase the use of seat belts and reduce impaired driving, thereby reducing fatalities and injuries and the associated heath care costs.

Performance Measure	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
8.a **Client Satisfaction Survey –** Real estate quality of service rating (based on scale of 1 to 6)	5.0	5.1	n/a	5.2

Note:
Client Satisfaction Survey is conducted on a biennial basis. The next survey will be conducted in 2006 based on the 2005 calendar year.

GOAL NINE

Efficiently manage the government's air and vehicle fleets

What it means Infrastructure and Transportation is responsible for delivering safe and reliable transportation services to government ministries, boards and agencies. This involves partnering with private sector service providers for light-duty vehicles, as well as managing the remaining government-owned light-duty vehicles. The Ministry also manages government aircraft and continues to provide safe, responsive and cost-effective air transportation services.

Strategies

9.1 Continue to work with the private-sector vehicle fleet service provider to meet the transportation needs of government departments, boards and agencies and effectively plan for future retirement or replacement of vehicles.

9.2 Manage the government's aircraft fleet to ensure delivery of safe, efficient and cost-effective air transportation.

9.3 Continue to provide aircraft maintenance and enhance safe operations by updating safety systems on existing aircraft to comply with industry standards.

9.4 Develop and implement a strategy to replace aging aircraft and ensure delivery of long-term safe and fiscally responsible air transportation.

Performance Measures	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
9.a **Client Satisfaction Survey –** Vehicle users quality of service rating (based on scale of 1 to 6)	5.1	5.0	n/a	5.0
9.b **Client Satisfaction Survey –** Air transportation passengers quality of service rating (based on scale of 1 to 6)	5.6	5.8	n/a	5.8

Note:
Client Satisfaction Survey is conducted on a biennial basis. The next survey will be conducted in 2006 based on the 2005 calendar year.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Manage provincial transportation safety programs	35,884	34,792	35,733	37,061	36,299	35,419
Plan, develop and manage government-owned infrastructure	881,942	958,209	928,568	958,549	942,257	971,944
Partner with municipalities and boards to plan, develop and implement infrastructure that meets local needs	1,112,561	1,556,148	1,856,325	2,124,712	2,184,190	1,791,581
Represent Alberta's interests in transportation policy	3,146	3,256	3,331	3,451	3,455	3,375
Provide strategic services to government ministries, boards and agencies	238,845	15,598	330,080	299,944	299,962	299,362
MINISTRY EXPENSE	2,272,378	2,568,003	3,154,037	3,423,717	3,466,163	3,101,681

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	240,000	325,000	325,000	394,000	364,000	364,000
Transfers from Government of Canada	5,871	60,300	31,180	92,691	94,000	137,500
Investment Income	6,439	4,000	4,000	4,000	4,000	4,000
Premiums, Fees and Licences	20,969	13,920	13,920	13,920	13,920	13,920
Other Revenue	43,343	48,123	51,190	45,686	32,078	32,078
MINISTRY REVENUE	316,622	451,343	425,290	550,297	507,998	551,498
EXPENSE						
Program						
Government Operations and Services	306,435	289,446	283,617	278,793	282,011	282,011
Provincial Highway Systems and Safety	312,474	342,191	344,401	331,707	300,183	314,770
Strategic Economic Corridor Investment Initiative	-	-	-	-	3,800	3,800
Municipal Support Programs	256,772	382,300	386,000	1,017,180	1,025,000	1,099,900
School Facilities Operations	361,560	349,543	349,543	351,543	351,543	351,543
Education Facilities Infrastructure	234,435	435,564	435,564	305,698	388,572	219,874
Health and Seniors' Facilities Infrastructure	224,138	350,256	647,396	423,528	392,386	78,695
Alternative Financing Grants	-	-	-	-	-	15,000
Program and Strategic Services	100,113	101,703	103,758	110,218	110,218	106,218
Energy Rebates	214,393	-	314,000	285,000	285,000	285,000
Non-Cash Items	262,058	317,000	289,758	320,050	323,450	327,450
Total Program Expense	2,272,378	2,568,003	3,154,037	3,423,717	3,462,163	3,084,261
Debt Servicing Costs						
Department	-	-	-	-	4,000	17,420
MINISTRY EXPENSE	2,272,378	2,568,003	3,154,037	3,423,717	3,466,163	3,101,681
Gain (Loss) on Disposal and Write Down of Capital Assets	14,307	-	-	-	-	-
NET OPERATING RESULT	(1,941,449)	(2,116,660)	(2,728,747)	(2,873,420)	(2,958,165)	(2,550,183)

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	316,622	451,343	425,290	550,297	507,998	551,498
Inter-ministry consolidation adjustments	(244,650)	(328,906)	(328,640)	(397,908)	(367,908)	(367,908)
Consolidated Revenue	71,972	122,435	96,650	152,389	140,090	183,590
Ministry Program Expense	2,272,378	2,568,003	3,154,037	3,423,717	3,462,163	3,084,261
Inter-ministry consolidation adjustments	(4,590)	(3,908)	(3,640)	(3,908)	(3,908)	(3,908)
Consolidated Program Expense	**2,267,788**	**2,564,095**	**3,150,397**	**3,419,809**	**3,458,255**	**3,080,353**
Ministry Debt Servicing Costs	-	-	-	-	4,000	17,420
Consolidated Expense	2,267,788	2,564,095	3,150,397	3,419,809	3,462,255	3,097,773
Gain (Loss) on Disposal and Write Down of Capital Assets	14,307	-	-	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(2,181,509)	(2,441,660)	(3,053,747)	(3,267,420)	(3,322,165)	(2,914,183)

CAPITAL INVESTMENT BY CORE BUSINESS
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Manage provincial transportation safety programs	3,713	4,600	4,023	3,202	3,202	4,082
Plan, develop and manage government-owned infrastructure	436,151	687,068	658,581	802,231	699,348	659,980
Partner with municipalities and boards to plan, develop and implement infrastructure that meets local needs	6,379	450	371	259	259	379
Provide strategic services to government ministries, boards and agencies	21,850	14,021	21,896	16,946	17,545	13,024
MINISTRY CAPITAL INVESTMENT	468,093	706,139	684,871	822,638	720,354	677,465

CAPITAL INVESTMENT BY PROGRAM
(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Government Operations and Services	69,351	77,139	183,609	215,166	130,812	86,244
Provincial Highway Systems and Safety	140,066	165,700	181,103	147,235	140,758	140,758
Strategic Economic Corridor Investment Initiative	208,582	266,300	267,414	339,433	109,748	76,240
Water Management Infrastructure	30,278	30,000	30,000	27,634	25,766	24,253
Program and Strategic Services	13,782	16,200	14,145	9,870	9,870	13,870
Alternatively Financed Projects	-	150,500	8,600	83,300	303,400	336,100
Equity Agreements	6,034	-	-	-	-	-
MINISTRY CAPITAL INVESTMENT	468,093	706,139	684,871	822,638	720,354	677,465

Innovation and Science

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Victor Doerksen, *Minister of Innovation and Science*
March 24, 2005

THE MINISTRY

The Ministry includes:

- Department of Innovation and Science
- Alberta Science and Research Authority and its associated institutes, including: Alberta Agricultural Research Institute; Alberta Energy Research Institute; and Alberta Forestry Research Institute
- Alberta Research Council Inc.
- iCORE Inc. (Alberta Informatics Circle of Research Excellence)

The Minister of Innovation and Science is responsible for legislation pertaining to the Alberta Heritage Foundation for Medical Research and the Alberta Heritage Foundation for Science and Engineering Research (operating under the trade name "Alberta Ingenuity Fund").

VISION

Alberta prospers through innovation.

MISSION

To enhance the contribution of innovation, science, research and development and its application to the sustainable prosperity and quality of life of all Albertans.

CORE BUSINESS: INNOVATION

Government's Strategic Plan, *Today's Opportunities, Tomorrow's Promise*, has identified "Unleashing Innovation" as a key area of opportunity on which government efforts will be focused over the next 20 years. Innovation and Science is leading and championing Government of Alberta efforts to unleash innovation. Ministry activities are grouped under a single core business – Innovation.

Ministry efforts are focused on:
- Accelerating innovation in Alberta, with emphasis on increasing commercialization of research, and industry growth.
- Building the capability and capacity of the research system.
- Building research excellence in the priority areas of energy, information and communications technology (ICT), and life sciences.
- Encouraging and supporting innovation within the Government of Alberta.

During 2005-08, Innovation and Science will lead a coordinated effort with other ministries to implement the approved strategy, "Accelerating Innovation in Alberta." Endorsement of the recommendations reflects a commitment by government to strategically invest in the knowledge-based economy by adopting a policy target to move toward investing up to 5% of the Government of Alberta's annual budget in support of its innovation agenda, over the next ten years.

These efforts will position Alberta to capitalize on the opportunities in the knowledge economy.

The Ministry is building a foundation for the long-term prosperity of the province by building excellence in priority areas, including 7 of the 8 priority areas identified in the value-added strategy, *Securing Tomorrow's Prosperity*. Over the last several years, the Ministry collaborated with partners to develop a number of strategies that serve to strengthen Alberta's innovation capacity:
- *Accelerating Innovation in Alberta*
- *The Alberta Energy Innovation Strategy*
- *Growing our Future: An Integrated Life Sciences Strategy for Alberta*
  - *The Agriculture Research and Innovation Strategic Framework* (developed in partnership with Agriculture, Food and Rural Development)
  - *The Forestry Research Strategic Plan*
- *Information and Communications Technology: A Strategy for Alberta*

The five goals contained in this business plan reflect the implementation of these strategies.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

LINK TO 20-YEAR STRATEGIC PLAN

Innovation and Science activities support the areas of opportunity identified in *Today's Opportunities, Tomorrow's Promise.*

Opportunity 1: Unleashing Innovation

This business plan reflects strategies to strengthen Alberta's capacity for innovation, with an emphasis on: building the capability and capacity of Alberta's research system; building excellence in three priority areas (energy, ICT and life sciences); developing, attracting and retaining highly qualified professionals; encouraging technology commercialization; and fostering the growth of knowledge-based industries.

Opportunity 2: Leading in Learning

This business plan emphasizes "investing in people" as the key resource for future prosperity. Supporting programs for young citizens, attracting and retaining world class researchers and entrepreneurs, providing financial and infrastructure support for graduate students and others training to become knowledge workers, and celebrating lifelong learning opportunities and achievements will contribute to the success of learning as a key component in achieving tomorrow's promise.

Opportunity 3: Competing in a Global Marketplace

Innovation is a key for success in the global marketplace. This business plan focuses on strengthening Alberta's capacity for innovation to enhance long-term economic stability and global competitiveness.

LINK TO MEDIUM-TERM STRATEGIES

Innovation and Science is a lead ministry for the following Medium-Term Strategies:

- *Accelerating Innovation in Alberta*
- *Alberta Energy Innovation Strategy*
- *Growing Our Future: An Integrated Life Sciences Strategy for Alberta*

Innovation and Science activities support the objectives of the following Medium-Term Strategies:

- *Climate Change Strategy*
- *Water for Life: Alberta's Strategy for Sustainability*
- *Rural Development Strategy*

LINK TO OTHER MULTI-DEPARTMENT STRATEGIES

Innovation and Science is also a lead ministry for the following multi-department strategies:

- *Securing Tomorrow's Prosperity* (value-added strategy)
- *Agriculture Research and Innovation Strategic Framework*
- *Forestry Research Strategic Plan*
- *Information and Communications Technology: A Strategy for Alberta*

LINK TO GOVERNMENT OF ALBERTA BUSINESS PLAN GOALS

This business plan is aligned with and directly supports the achievement of Goal One of the 2005-08 Government of Alberta Strategic Business Plan:

Goal 1: Alberta will have a diversified and prosperous economy.

Ministry activities aim at growing the knowledge-based economy in Alberta and adding value to important resource-based industries like energy, agriculture and forestry, ensure Alberta's long-term prosperity.

The activities outlined in this business plan also support the achievement of the following Government of Alberta goals:

Goal 2: Albertans will be well prepared for lifelong learning and work.

Various ministry programs support the training of graduate students who will become tomorrow's researchers and important participants in a highly qualified workforce needed to support innovation and create opportunities.

Goal 3: Alberta's international competitiveness will be enhanced.

Innovation is a critical source of international economic competitiveness. Ministry efforts are focused on strengthening Alberta's capacity for innovation.

Goal 5: Albertans will be healthy.

The Ministry provides support for health related research through investments in basic research infrastructure. Human health (including the safety of the food supply) is an important component of *Growing Our Future: An Integrated Life Sciences Strategy for Alberta*.

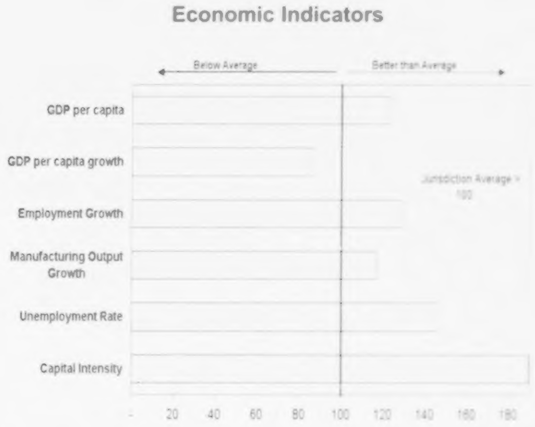
Goal 11: The high quality of Alberta's environment will be sustained..

The Ministry supports research activities aimed at improving Alberta's environment including climate change research and the alignment of current water research activities in support of the *Water for Life* Strategy.

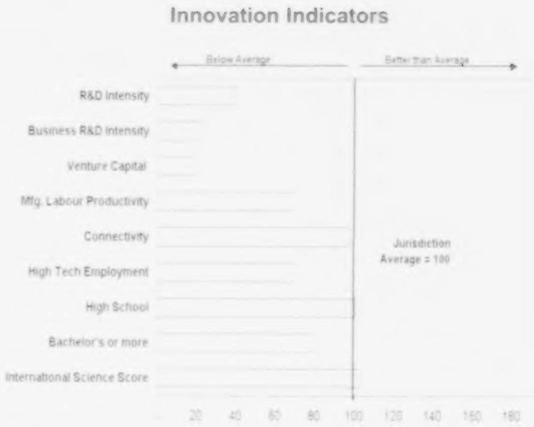
SIGNIFICANT CHALLENGES AND OPPORTUNITIES

Challenges:

- Alberta is a player in an intensely competitive global economy. Improving Alberta's innovation capacity is critical to ensuring the province's long-term economic competitiveness and quality of life.



Economic Indicators



Innovation Indicators

Source: Alberta Economic Development. Based on comparison with top performers in Canada, the U.S.A., and Europe. Comparison jurisdictions were chosen on the basis of strong relative economic and innovation performance, and size and structural similarities with Alberta.

Opportunities:

- The Government of Alberta has put a clear priority on developing value-added sectors of the economy. Ministry activities are aligned with government's value-added strategy, *Securing Tomorrow's Prosperity*.
- Making investments in priorities that will build capacity for long-term prosperity in energy, ICT and life sciences.
- Responding to provincial initiatives reflected in the government's Medium-Term Strategies including: *Water for Life: Alberta's Strategy for Sustainability* and the *Climate Change Strategy*.
- Building on Alberta's strengths in priority areas. Alberta is well positioned to leverage federal investment in support of provincial priorities.
- Building on the capability of post-secondary institutions to develop, attract and retain highly skilled people needed to support the growth of a knowledge-based economy in Alberta.
- Encouraging greater industry investment in research and innovation. Industry plays a critical role in the innovation system, taking new ideas and turning them into new products, processes and services in the global marketplace.
- Ensuring that the appropriate infrastructure is in place to support applied research and successful commercialization of new products and services.
- Bringing together the right mix of management mentorship and access to capital to encourage and sustain new entrepreneurial ventures.

Only through addressing these challenges and embracing the opportunities will Alberta truly unleash its innovation potential and enhance Albertans' quality of life.

STRATEGIC PRIORITIES 2005-08

Unleashing Innovation

The Ministry will champion and lead efforts to "Unleash Innovation" in support of the Government of Alberta's 20-Year Strategic Plan.

Linkage:	**Goal 1**	Implement the approved strategy, "Accelerating Innovation in Alberta".
	Goal 3	Implement the *Alberta Energy Innovation Strategy*, through the establishment of the EnergyINet, a network of public and private sector partners from across Canada working to advance energy innovation.
	Goal 5	Develop a coordinated water research strategy in support of *Water for Life: Alberta's Strategy for Sustainability* to align and coordinate current investments, and guide future investments in water research.
	Goal 5	Establish a Life Sciences Institute to lead the implementation of the approved *Life Sciences Strategy*.
	Goal 2	Enhance collaboration and coordination with the Alberta Heritage Foundation for Medical Research and the Alberta Ingenuity Fund.
	Goal 2	Build the National Institute of Nanotechnology into one of the world's foremost locations for nanotechnology research and commercialization.
	Goal 1	Implement two competitions under the Innovation Program to encourage innovation within the Government of Alberta.
	Goal 4	Establish an ICT Institute.
	Goal 1	Co-champion and support the implementation of the Economic Development and Innovation Initiative.
	Goal 1	Support the implementation of government's value-added strategy, *Securing Tomorrow's Prosperity*.

CORE BUSINESS, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business: Innovation

GOAL ONE

Accelerate innovation

What it means Investments in research result in innovative ideas, products and processes that, if commercialized in Alberta, have the potential to yield significant economic and social benefits for the province. The Ministry is working to create an environment where great ideas are more likely to be developed and brought to market in Alberta, with a focus on: supporting applied research and development; strengthening the technology commercialization system; encouraging business growth in priority sectors; and encouraging innovation within the Government of Alberta.

Key outcomes associated with this goal:

- Increased application and commercialization of energy, ICT, and life sciences research in Alberta.
- Growth in Alberta's ICT and life sciences sectors.
- Increased implementation of innovative ideas and initiatives within the Government of Alberta, that improve service delivery or encourage innovation in the Alberta economy.

Strategies

1.1 Work with partners to support the implementation of the approved strategy, *Accelerating Innovation in Alberta*.

- Work with partners to ensure there are adequate bridging/linking mechanisms to help industry work with the research community to effectively apply knowledge resulting from research activities.
- Work collaboratively with Economic Development and other partners to facilitate appropriate management assistance/mentoring and entrepreneurial skills coaching to start-up and small businesses.
- Position the Alberta Research Council as a key enabler in: supporting the pre-commercial development needs of Alberta business, particularly smaller emerging and start-up companies; providing facilities and expertise to support product testing and development in relevant industry sectors; encouraging firms to commercialize new technology in pursuit of viable global markets, and to improve investment readiness.
- Provide and facilitate the establishment of facilities, equipment, test beds and expertise to help Alberta public research institutions and industry develop and commercialize new products, processes and services, through investment in organizations such as TR*Labs* and the Banff New Media Institute.

1.2 Work with Finance and Economic Development to enhance the competitiveness of Alberta's business environment with respect to encouraging technology commercialization and adoption.

1.3 Work with government departments, industry and research institutions to identify and market business opportunities, attract and encourage seed venture funding from industrial partners, and promote the Alberta Advantage in priority areas.

1.4 Work with partners to encourage expatriates and skilled workers to locate to Alberta.

1.5 Administer the Innovation Program to support Government of Alberta efforts to develop and implement innovative ideas and initiatives that improve service delivery to Albertans or encourage innovation in the Alberta economy.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of Government of Alberta Expense used to support innovation.	1.31% (2003-04e)	Increasing up to 5%, as affordable, by 2015.		
1.b Number of Albertans employed in knowledge-intensive (high-tech) companies.	110,000 (2003)	113,300	116,699	120,200
1.c Albertans employed in knowledge-intensive (high-tech) companies as a percentage of Albertans employed in all companies.	6.4% (2003)	6.4%	6.5%	6.6%
1.d Percentage of Canadian venture capital invested in Alberta.	4.45% (2003)	4.5%	5.0%	5.5%
1.e Alberta Business Expenditures on Research and Development ($millions)	$739 (2002)	$770	$801	$834

Sources:

1.a Innovation and Science Annual Innovation Review and Government of Alberta Annual Reports.
1.b Economic Development, Alberta Business Monitor.
1.c Economic Development, Alberta Business Monitor.
1.d Macdonald and Associates Ltd.
1.e Statistics Canada, Service Bulletin Science Statistics.

GOAL TWO

2

Build research capacity in areas of strategic priority

What it means A critical building block supporting innovation is a strong research capability at Alberta universities, colleges and technical institutes. The Government of Alberta's commitment to supporting scientific excellence, and its focus on strategic research priorities, will ensure that critical mass and capacity is achieved in key areas. Alberta's investments will continue to attract research funding from industry and federal sources, and will result in a number of unique partnerships focused on building the research capacity of Alberta's innovation system. This goal reflects the vital importance of developing, attracting and retaining high quality people who possess the scientific, technical and entrepreneurial skills needed in an innovative, knowledge-based economy.

Key outcomes associated with this goal:

- A skilled workforce to support research and innovation.
- Internationally recognized research capabilities in areas of strategic priority for long-term growth.
- A supportive environment that encourages innovation, collaboration and networks.

Strategies

2.1 Provide support to recruit and retain key scientific personnel at Alberta public research institutions.

2.2 Provide strategically targeted support for Alberta publicly-funded research infrastructure.

2.3 Make investments that strengthen Alberta's science capacity to support energy, ICT and life sciences, and other areas of strategic priority. Examples include nanotechnology, genomics/proteomics, bioinformatics and wireless communications technologies.

2.4 Encourage greater investment in Alberta's research and innovation priorities from industry and federal government sources.

2.5 Work with other government departments, agencies and public institutions to coordinate research and innovation-related investments, policies and programs.

2.6 Work with the Alberta Heritage Foundation for Medical Research and the Alberta Ingenuity Fund to align efforts towards provincial priorities, with an increased focus on technology commercialization.

2.7 Promote science and technology awareness within Alberta, including encouraging youth to enter careers in science and technology.

2.8 Promote Alberta's strengths in science and technology, both nationally and internationally.

2.9 Communicate to Education and Advanced Education needs relative to the skills required to support innovation.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Total sponsored research revenue attracted by Alberta universities ($ millions)	$583	$606	$630	$663
2.b Total sponsored applied research revenue attracted by Alberta technical institutes and colleges ($ millions)	$1.2	$1.2	$1.2	$1.2

Sources:

2.a Innovation and Science, Research Funding at Alberta Universities 2003-2004 Report.

2.b Innovation and Science.

GOAL THREE

Accelerate innovation in the energy sector

What it means Energy, directly or indirectly, accounts for about half of the Alberta economy and contributes to more than 25 per cent of the revenues of the Government of Alberta . The Alberta Energy Research Institute developed the *Alberta Energy Innovation Strategy* to strategically secure Alberta's position for the future – to create value from our energy resources, improve environmental performance and build a strong economy. To support technology advances in the area of energy, the Institute has brought together interested public and private sector partners from across Canada to collaborate in creating and implementing energy innovation programs through the Energy Innovation Network (EnergyINet).

Key outcomes associated with this goal:

- Projects initiated through EnergyINet.
- An integrated energy economy in Alberta.
- Internationally recognized research capabilities in areas of strategic importance.
- Stakeholders share a common vision for achieving a competitive energy supply with a minimal environmental footprint.
- Increased collaboration among energy research performers and energy producers.
- Increased joint investments in energy research by industry, the federal government and Alberta.

Strategies

3.1 Collaborate with stakeholders to support six energy innovation programs in: oil sands upgrading, clean carbon/coal, CO_2 management, improved recovery, alternate and renewable energy, and water management, using EnergyINet as the primary vehicle through which investments are made in Alberta priorities.

3.2 Lead the development of crosscutting initiatives in competitive intelligence, technology transfer/commercialization, capacity building and strategic communications as part of EnergyINet.

3.3 Enhance the capacity for energy innovation through strong university, provincial and federal research organization-based programs and high quality research teams that support the six strategic priority areas.

3.4 Ensure alignment with industry and other government ministries to promote technology advances in energy and to collaborate in the development and implementation of energy innovation programs with other providers within Canada, the United States and elsewhere.

3.5 Support Energy's Innovative Technology Royalty Program and field pilot projects that advance the deployment of new energy technologies.

3.6 Support the development of Energy's strategic plan, *Alberta's Energy Hub*.

3.7 Promote industry collaboration and maintain close working relationships with associations such as the Petroleum Technology Alliance of Canada, the Canadian Clean Power Coalition, the Canadian Oil Sands Network for Research and Development, the Canadian Energy Research Institute, and Climate Change Central.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Ratio of private and other public investments in energy research to Government of Alberta (GOA) investments in energy research	3.94	2.50	2.50	2.50
3.b Non-GOA Investment in energy research:				
• Non-GOA investment through existing programs ($ millions)	$52.7	$27.0	$23.2	$13.6
• Non-GOA investment through EnergyINet ($ millions)	$0	$8.2	$16.9	$26.0
	$52.7	$35.2	$40.1	$39.6
GOA Investment in energy research:				
• GOA investment through existing programs ($ millions)	$15.1	$13.8	$11.9	$7.0
• GOA investment through EnergyINet ($ millions)	$0	$4.2	$8.7	$13.3
	$15.1	$18.0	$20.6	$20.3
3.c Growth of EnergyINet				
• Number of participating organizations	0	10	15	20

Note:
Different time periods are used to determine the values in "3.a" and "3.b". These values are not directly comparable. The Last Actuals for these measures are higher than the targets as a result of two large dollar value, high-leverage projects that end prior to 2005-06 and one large project that is winding down.

Sources:

3.a Innovation and Science, Strategic Investment Research Database.
3.b Innovation and Science, Alberta Energy Research Institute.
3.c Innovation and Science, Alberta Energy Research Institute.

GOAL FOUR

Accelerate innovation in the information and communications technology sector

What it means

Information and communications technology (ICT) is vital to Alberta's economic future and will play a key role in improving all sectors of the Alberta economy. Through iCORE Inc., the Ministry is attracting and growing a critical mass of outstanding researchers and graduate students in computer science, electrical and computer engineering, and other ICT related disciplines.

Key outcomes associated with this goal:

- A skilled workforce to support ICT research and innovation and other sectors of the Alberta economy.
- Internationally recognized research capabilities in areas of strategic importance.
- An environment that supports and encourages innovation in ICT research, through collaborative research, development and technology commercialization.

Strategies

4.1 Complete the work required to establish an ICT institute to guide research and innovation.

4.2 Recruit and fund the best researchers in areas where Alberta can be a global leader, including: broadband networks (including wireless); high performance computing; new computational models to support emerging technologies (genomics, nanotechnology, bioinformatics, etc.); and software and multimedia.

4.3 Encourage industry to fund research chairs at Alberta universities.

4.4 Collaborate with government partners to increase the number of Alberta graduates from ICT related fields of study.

4.5 Invest strategically in ICT research and development infrastructure – such as wireless test beds, research networks, and micro and nano fabrication facilities – that makes Alberta globally competitive.

4.6 Increase collaboration between public research institutions, industry and academia in Alberta and other jurisdictions, to enable strategic investments that enhance Alberta's ICT research and development capability.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a iCORE Awards (Totals include "new")				
New Research Chairs, Industry Chairs and Professors	4	4	4	4
Total Active Research Chairs, Industry Chairs and Professors	17	23	27	29
New Graduate Student Scholarships	75	80	80	80
Total Active Graduate Student Scholarships	213	200	200	200
4.b Ratio of private and other public investments in ICT research to GOA investments in ICT research	1.95	1.95	1.95	1.95
4.c Investment in ICT research ($millions)				
• Non-GOA investment in ICT research ($millions)	$60.3	$47.0	$46.5	$46.5
• GOA investment in ICT research ($ millions)	$25.4	$24.1	$23.9	$23.9

Note:
Different time periods are used to determine the values in "4.b" and "4.c". These values are not directly comparable. Last Actuals for these measures are higher than the targets as a result of two high-value projects that end prior to 2005-06 and higher than expected leverage by iCORE of federal CFI and CRC programs.

Sources:
4.a iCORE Inc.
4.c iCORE Inc. and Strategic Investment Research Database.

GOAL FIVE 5

Accelerate innovation in the life sciences sector

What it means Life sciences is the growing understanding of living things and the use of that understanding to produce benefits for Albertans. Alberta is focusing on new initiatives in four priority areas of bioproducts, health innovation, platform technologies, and sustainable production and environmental technologies that will support and augment the agriculture, energy, environment, forestry and health sectors. By building excellence in life sciences research and development, Alberta will increase its economic returns, develop a renewable economy, improve quality of life, and create a more sustainable future for Albertans. *Growing Our Future: An Integrated Life Sciences Strategy for Alberta* is government's plan to grow Alberta's life sciences sector and is reflected in the strategies under this goal.

Key outcomes associated with this goal:

- A comprehensive approach to link and coordinate agriculture, environment, forestry, health and water research.
- A skilled workforce to support life sciences research.
- Internationally recognized research capabilities in areas of strategic importance.
- Research that contributes to the sustainable growth of the agriculture and food sector.
- Research that increases the global competitiveness and sustainability of Alberta's forestry sector.
- Life sciences development that harmonizes with Alberta values and goals.
- An environment that encourages innovation and collaborative networks in life sciences research, including international networks.

Strategies

5.1 Complete the work required to establish a Life Sciences Institute to guide life sciences research and innovation, building upon the directions recommended by Alberta Science and Research Authority.

5.2 Develop a water research strategy in support of *Water for Life: Alberta's Strategy for Sustainability* to consolidate, coordinate and align current investments, and guide future investments in water research.

5.3 Implement a life sciences strategic business plan to lead and align research and innovation priorities and investments with industry and research partners, including investigation of cross-disciplinary opportunities in the areas of agriculture, forestry, and health research, especially in the focus areas of: bioproducts; health innovation; sustainable production; environmental technologies; and platform technologies.

5.4 Work with partners to develop mechanisms to attract, train and retain high quality people in areas of opportunity for Alberta life sciences (e.g. bioproducts).

5.5 Strengthen coordination of efforts within Ministry research institutes and programs to support the Alberta prion science initiative.

5.6 Work with partners to significantly increase investments (private and public) in high quality agriculture, forestry and platform technology research and technology development through new programs and strategic research networks.

5.7 Continue to lead the implementation of the Alberta Agriculture Research and Innovation Strategic Framework through the Alberta Agricultural Research Institute, in partnership with the private sector, agricultural research and development performers, funders and stakeholders, and in alignment with the *Life Sciences Strategy*.

5.8 Support implementation of the Institute for Food and Agricultural Sciences Alberta, through participation and investment in specific activities of relevance to: the Alberta Agricultural Research Institute; Alberta Agriculture, Food and Rural Development; and the Life Sciences Strategy.

5.9 Continue to work with industry and other research partners through the Alberta Forestry Research Institute, to implement a long-term strategic plan aligned with the Life Sciences Strategy.

5.10 Develop a bioenergy strategy and implement demonstration projects for Alberta that support rural development through partnerships with the Research Institutes and a cross-government effort involving several ministries.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Ratio of private and other public investments in life sciences research to GOA investments in life sciences research	2.27	2.27	2.27	2.27
5.b Investment in life sciences research ($Millions)				
• Non-GOA Investment in life sciences research ($Millions)	$85.9	$51.3	$50.6	$50.6
• GOA investment in life sciences research ($Millions)	$30.5	$22.6	$22.3	$22.3

Note:
Different time periods are used to determine the values in "5.a" and "5.b". These values are not directly comparable. Last Actuals for these measures are higher than targets as a result of 5 large, high-leverage projects that end prior to 2005-06.

Source:
Innovation and Science, Strategic Investment Research Database.

CORPORATE ACTIVITIES

The following corporate divisions within the Ministry of Innovation and Science ensure resources are used effectively and efficiently to support Ministry goals and strategies:

- Policy and Strategic Planning
- Department Chief Information Officer
- Finance Division
- Communications
- Human Resource Services

TRACKING EMPLOYEE SATISFACTION/UNDERSTANDING OF CONTRIBUTION

The Ministry will continue to track employee satisfaction and understanding of their contribution to the Ministry Business Plan. Targets have been established for several measures, as indicated in the following table:

	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
Percentage of employees who know and understand how their work contributes to the achievement of their department business plan	79%	93%	100%	100%
Percentage of employees who are very/somewhat satisfied with their employment at Innovation and Science/Government of Alberta	88%	92%	95%	95%
Percentage of employees who agree that Innovation and Science provides the support they need to acquire or develop knowledge and skills in their current job	80%	82%	85%	85%
Percentage of employees indicating that their organization provides expected outcomes for their work	74%	80%	85%	85%
Percentage of employees indicating that their organization helps them know and understand how well they are performing	79%	82%	85%	85%

Source:
Government of Alberta 2004 Corporate Employee Survey: Results for Innovation and Science Employees, Research Innovations Inc.

CROSS-MINISTRY IMPACT

Ministry activities support the achievement of objectives and targets related to the following Cross-Ministry Policy Initiatives: Economic Development and Innovation Initiative; Leading in Learning and Skilled Workforce Initiative; Aboriginal Policy Initiative; Health Innovation and Wellness Initiative; and Alberta Children and Youth Initiative.

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	66,797	69,285	69,285	60,238	62,344	62,344
Transfers from Government of Canada	-	-	1,484	2,442	1,089	843
Investment Income	951	840	790	500	500	500
Other Revenue	34,204	35,744	38,099	47,450	54,400	60,139
MINISTRY REVENUE	101,952	105,869	109,658	110,630	118,333	123,826
EXPENSE						
Program						
Innovation Acceleration						
Technology Commercialization Initiatives	2,553	2,115	3,932	3,175	3,175	3,175
Innovation and Service Excellence Program	-	7,000	500	16,172	14,750	-
Emerging Opportunities	-	-	-	6,875	12,911	12,911
Alberta Research Council Inc.:						
- Core Research Funding	27,135	27,082	26,812	26,000	26,780	26,780
- Contract Research	31,497	36,075	37,346	48,480	54,180	59,815
Innovation Capacity						
Research Capacity						
Alberta Science and Research Investment Program	36,092	32,005	37,170	22,453	21,914	21,914
Science Awareness	145	1,000	1,000	1,500	1,500	1,500
Energy Sector						
Energy Research Strategy	5,492	8,595	9,037	9,722	11,289	11,043
Climate Change	6,564	6,000	6,000	7,000	8,000	8,000
Life Sciences Sector						
Life Sciences	11,834	11,675	49,798	11,635	11,610	11,610
Information and Communications Technology (ICT) Sector						
ICT Investments	1,500	1,500	1,500	3,300	3,300	3,300
iCORE Inc. (Informatics Circle of Research Excellence)	9,737	10,110	10,110	10,620	10,620	10,620
Operations and Policy Implementation						
Innovation Acceleration	4,772	5,086	5,336	6,027	6,137	5,887
Innovation Capacity	4,382	5,213	5,213	5,342	5,342	5,342
Ministry Support Services	4,411	5,024	5,024	5,146	5,146	5,146
Contributions to the Alberta Heritage Science and Engineering Research Endowment Fund	21,430	-	-	-	-	-
MINISTRY EXPENSE *	167,544	158,480	198,778	183,447	196,654	187,043
Gain (Loss) on Disposal of Capital Assets	(699)	-	(5,800)	-	-	-
NET OPERATING RESULT	(66,291)	(52,611)	(94,920)	(72,817)	(78,321)	(63,217)

* Ministry Expense is equal to the single core business of the Ministry which is Innovation.

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	101,952	105,869	109,658	110,630	118,333	123,826
Inter-ministry consolidation adjustments	(68,220)	(72,451)	(71,498)	(63,094)	(65,786)	(66,429)
Consolidated Revenue	33,732	33,418	38,160	47,536	52,547	57,397
Ministry Program Expense	167,544	158,480	198,778	183,447	196,654	187,043
Inter-ministry consolidation adjustments	(22,853)	(3,166)	(2,213)	(2,856)	(3,442)	(4,085)
Consolidated Program Expense	**144,691**	**155,314**	**196,565**	**180,591**	**193,212**	**182,958**
Gain (Loss) on Disposal of Capital Assets	(699)	-	(5,800)	-	-	-
CONSOLIDATED NET OPERATING RESULT	(111,658)	(121,896)	(164,205)	(133,055)	(140,665)	(125,561)

International and Intergovernmental Relations

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ed Stelmach

Ed Stelmach, *Minister of International and Intergovernmental Relations*
March 23, 2005

THE MINISTRY

The Ministry of International and Intergovernmental Relations consists of three main sections: Canadian Intergovernmental Relations, International Relations, and Trade Policy. Collectively, these sections seek to ensure that Alberta's relations with other governments in Canada and abroad are coordinated and consistent with the government's priorities. The Ministry is a single entity and does not have any agencies or boards as part of its operations.

VISION

A strong Alberta, active in an open world and in a prosperous, united Canada.

MISSION

To lead the development of government-wide strategies and policies for Alberta's relations with international governments and organizations and with federal, provincial and territorial governments in Canada.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Strategic Business Plan sets the course for the Government of Alberta for the next 20 years. International and Intergovernmental Relations directly contributes to the third pillar of this plan, Competing in a Global Marketplace, by:

- ensuring Albertans are treated fairly within Confederation. This includes participating in First Ministers' Meetings, Council of the Federation meetings, and various sectoral ministerial meetings that affect provincial jurisdiction (referenced in strategies listed under ministry Goal 1);
- establishing an Alberta office in Washington, D.C. to ensure Alberta's interests are promoted within the United States (referenced in strategies listed under ministry Goal 2);
- examining the feasibility of a customs union with the United States (U.S.), which could strengthen Canada's overall trade relationship with the U.S. (referenced in strategies listed under ministry Goal 3).

Of the Government of Alberta medium-term strategies, the Ministry contributes to the "Alberta in a Strong Canada Initiative," working to enhance Alberta's role in Canada and to achieve constructive and meaningful change through: reshaping the institutions that protect regional interests; ensuring provincial input on national decisions; safeguarding provincial constitutional authority; and strengthening intergovernmental collaboration.

All of the Ministry's goals and strategies contribute directly to Goal 9 of the Government Business Plan: Alberta will have strong and effective partnerships with local, provincial, national and international governments.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

- Continuing initiatives within new intergovernmental institutions and frameworks, such as the Council of the Federation and the Alberta-British Columbia Protocol of Cooperation, along with annual First Ministers' Meetings and the Western Premiers' Conference, will provide opportunities for Alberta to work collaboratively with other provinces to influence the national agenda.
- Alberta will continue to pursue opportunities and rise to the challenges in representing Albertans' priorities and expectations with the federal government.
- Alberta's new office in Washington, D.C. will be valuable in advancing Alberta's interest by enhancing relations with U.S. federal decision-makers and legislators.
- Alberta will continue to manage implications of a dynamic international environment (e.g., border closures due to mad cow disease; rapid growth of Chinese investment worldwide).
- Premier's international missions will create opportunities to build alliances with key decision-makers, open new markets for Alberta, and attract investment.
- The World Trade Organization Ministerial Conference in Hong Kong in December 2005 could represent real progress toward the conclusion of the current round of World Trade Organization negotiations, including in areas of priority to Alberta such as agriculture, and disciplines on trade remedies and services.

- Nation-wide progress on internal trade matters will depend on provincial commitments and the willingness of the federal government to complete implementation of Agreement on Internal Trade improvements through the Council of the Federation process. The internal trade framework agreement between Alberta and British Columbia represents an opportunity to advance Alberta's domestic trade priorities on a bilateral basis.
- A conclusion to the softwood lumber dispute with the U.S. will be affected by the outcome of ongoing North American Free Trade Agreement and World Trade Organization litigation, the willingness of provinces to consider changes to their forest management practices, and U.S. responses to those changes.

STRATEGIC PRIORITIES 2005-08

Through the review of factors that may significantly affect achievement of ministry goals, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the ministry.

1. Canadian Intergovernmental Relations	Successfully conducting, coordinating, and participating in intergovernmental negotiations and discussions to advance Alberta's interests in Confederation.
Linkage: Goal 1	Important negotiations and discussions will include such issues as the continued operation of the Council of the Federation, health care, child care, climate change, municipal issues, follow-up to the Report of the MLA Committee on Strengthening Alberta's Role in Confederation, and fiscal arrangements. Alberta will be Chair of the Council of the Federation and the Western Premiers' Conference in 2005.
2. International Relations	Successfully promoting Alberta by strengthening international relations.
Linkage: Goal 2	Major initiatives will include: • developing networks of influence for the Washington, D.C. office; • influencing the federal government toward more positive Canada/U.S. relations; and • enhancing bilateral relations (Premier's missions; regional U.S. bodies; 25th Anniversary of Alberta/Hokkaido, Japan twinning; Alberta/Ukraine; Centennial program).
3. Trade Policy – International	Successfully participating in international negotiations to advance Alberta's interests with important trading partners (such as World Trade Organization negotiations, United States).
Linkage: Goal 3	Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements. Under the auspices of the Council of the Federation, developing a federal/provincial/territorial agreement on the provincial/territorial role in international negotiations, agreements and forums.
4. Trade Policy – Domestic	Building upon and enhancing the benefits from the Agreement on Internal Trade with like-minded Canadian jurisdictions.
Linkage: Goal 3	Expanded Canadian internal trade liberalization promoting the free flow of goods, services, capital and labour across Canada, through bilateral discussions and through the Council of the Federation internal trade initiative.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Canadian Intergovernmental Relations

GOAL ONE 1

Promoting the interests of, and securing benefits for, Alberta as an equal partner in a strengthened, united Canada

What it means To achieve this goal, the Ministry promotes: effective participation by Alberta in the Canadian federation; a federal system that better serves the needs of Albertans and Canadians; and effective leadership by Alberta that supports a strong, united and secure Canada.

Strategies

1.1 Work with Alberta ministries to develop coordinated and consistent strategies that advance Alberta's interests in intergovernmental issues and processes, and ensure that Alberta's priorities are addressed at intergovernmental meetings of First Ministers, Ministers and officials.

1.2 Provide policy analysis and strategies, and coordinate input from other Alberta ministries, for Alberta's participation in annual First Ministers' Meetings, meetings of the Council of the Federation, the Western Premiers' Conference, joint meetings of the Alberta and British Columbia Cabinets, and Ministerial meetings.

1.3 Alberta will Chair the Western Premiers' Conference in May 2005 and the Council of the Federation meeting in August 2005.

1.4 Assist Alberta ministries in the development of intergovernmental agreements, and review the agreements to ensure that they reflect Alberta's intergovernmental objectives and priorities.

1.5 Promote both interprovincial and federal/provincial solutions to improve the efficiency and effectiveness of the federation through the reduction of overlap and duplication between governments, the reform of institutions (e.g., the Senate) and the reform of federal/provincial financial arrangements.

1.6 Promote federal/provincial solutions to redesign federal/provincial financial arrangements including the Canada Health Transfer, the Canada Social Transfer, Equalization and cost-sharing arrangements.

1.7 Develop strategies and policy options, in conjunction with Alberta ministries, with respect to key intergovernmental policy issues such as health care, child care, municipal issues, climate change, Aboriginal issues, education, social services, and follow-up to the Report of the MLA Committee on Strengthening Alberta's Role in Confederation.

1.8 Develop policy recommendations and strategies on national unity and other related issues as they emerge.

1.9 Work with the federal government, other provinces, the private sector and other key stakeholders to update and strengthen coordinated policy responses to issues relating to the security of the province and people of Alberta.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Client satisfaction with services provided by Canadian Intergovernmental Relations. This survey is conducted every two years in December/January.	4.2	n/a	4.0 out of 5.0	n/a
1.b Reports/narrative records from First Ministers or Premiers intergovernmental meetings, which may include communiqués or status reports, are reported in the Annual Report.	100%	100%	100%	100%

Core Business Two: International Relations

GOAL TWO 2

Promoting the interests of, and securing benefits for, Alberta from strengthened international relations

What it means To achieve this goal, the Ministry works across government to: facilitate the two-way flow of goods, services, people and investment between Alberta and the United States; provide a strategic approach to Alberta's international relations that effectively promotes Alberta's interests and priorities to foreign government decision-makers; and contribute to international development in the area of governance.

Strategies

2.1 Develop networks of influence for the new Washington, D.C. office.

2.2 Refocus Alberta's U.S. strategy toward a more harmonized regulatory system (e.g., improved border practices, North American energy market).

2.3 Influence the federal government toward more positive Canada/U.S. relations.

2.4 Build and maintain alliances with key regional U.S. decision-makers and organizations (e.g., Alaska, Montana, Idaho, California).

2.5 Work with other ministries and the private sector to enhance international understanding of Alberta as a secure and reliable supplier of energy.

2.6 Provide leadership and coordination for missions by the Premier and the Minister; advise on other ministerial missions.

2.7 Provide strategic and policy advice to ministries and stakeholders under Alberta's Framework for International Strategies, for key countries (e.g., China, Mexico, Japan, Germany).

2.8 Provide leadership on initiatives with Alberta's 13 sister provinces (twinnings).

2.9 Develop strategically-focused programs that showcase Alberta's strengths to foreign visitors to Alberta.

2.10 Provide information and advice to clients and partners (Alberta offices, Canadian posts, foreign embassies and consulates) so they can help profile Alberta.

2.11 Support the work of the Advisory Council on Alberta-Ukraine Relations in enhancing bilateral relations with Ukraine.

2.12 Advise Alberta ministries on the development of international government-to-government agreements that reflect Alberta's international objectives and priorities.

2.13 Coordinate Alberta's input to federal foreign policy development.

2.14 Design, implement and manage governance projects, particularly in priority countries, working with ministries, educational institutions and private sector partners.

2.15 Coordinate translation and interpretation services for all ministries.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Client satisfaction with services provided by International Relations. This survey is conducted every two years in December/January.	4.5	n/a	4.0 out of 5.0	n/a
2.b Significant events/opportunities that advance Alberta's interests through the Washington, D.C. office.	n/a	75	75	75
2.c International mission expenses of the Premier and Minister are posted on the Ministry's website within 2 months of the mission's conclusion.	n/a	100%	100%	100%
2.d Reports/narrative records from major international meetings and missions, which may include reports from Premier's international missions, reports from transboundary meetings, and newsletters produced by the International Governance Office and the Advisory Council on Alberta-Ukraine Relations, are reported in the Annual Report.	100%	100%	100%	100%

Core Business Three: Trade Policy

GOAL THREE 3

Promoting the interests of, and securing benefits for, Alberta from greater trade and investment liberalization, internationally and domestically

What it means The Ministry strives to expand trade liberalization and foreign market access for Albertans through international trade and investment agreements, and to expand Canadian internal trade liberalization to promote the free flow of goods, services, capital and labour across Canada.

Strategies

Internationally:

3.1 Remove or reduce barriers to trade and investment through direct negotiation. Participate with the federal government in negotiations to ensure Alberta's objectives are addressed.

3.2 Pursuant to the direction of the Council of the Federation, develop a formal federal/provincial agreement that stipulates full provincial participation in Canada's negotiation of agreements affecting provincial jurisdiction or interests.

3.3 Consult and work with private and public sector organizations to promote and pursue the benefits of free trade.

3.4 Manage government-wide implementation of the North American Free Trade Agreement (NAFTA), the World Trade Organization Agreement and other agreements. Anticipate and prevent disputes.

3.5 Coordinate Alberta's approach to deeper integration of North American trade policies (e.g., "NAFTA-plus", streamlined NAFTA rules of origin, customs area).

3.6 Coordinate Alberta's participation in World Trade Organization negotiations on issues involving provincial jurisdiction (e.g., environment, labour, agriculture, competition/business regulation, and services) and in other regional and multilateral negotiations (e.g., Free Trade Area of the Americas, Asia-Pacific Economic Cooperation).

3.7 Manage disputes and defend Alberta's interests under North American Free Trade Agreement, World Trade Organization and other agreements.

3.8 Work with other Alberta ministries to implement the trade policy component of Alberta's international strategy in a targeted, coherent manner.

Domestically:

3.9 Remove or reduce barriers to internal trade, investment and labour mobility through direct negotiation with the federal government and other provinces and territories.

3.10 Consult and work with private and public sector organizations to promote and pursue the benefits of free trade.

3.11 Coordinate Alberta's participation in the Agreement on Internal Trade and other bilateral trade initiatives.

3.12 Manage the government-wide implementation of the Agreement on Internal Trade. Anticipate and prevent disputes.

3.13 Manage disputes and defend Alberta's interests in the Agreement on Internal Trade.

3.14 Work with other Canadian governments to enhance domestic trade through bilateral and multilateral negotiations and other regional agreements, including through the Council of the Federation internal trade initiatives.

Performance Measures	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Client satisfaction with services provided by Trade Policy. This survey is conducted every two years in December/January.	4.3	n/a	4.0 out of 5.0	n/a
3.b Reports/narrative records from major trade policy meetings, which may include reports from international and domestic meetings of Ministers responsible for trade in which Alberta participated, are reported in the Annual Report.	100%	100%	100%	100%

Ministry Support Services

The Ministry's core businesses are enabled by an infrastructure of essential services that support staff and business processes. Support services include information technology, information management, finance, human resources, communications and administrative services. In some cases, staff providing these services are employed by other ministries or entities, but work under arrangements to provide services to the Ministry. Some of the support services activities undertaken include:

- Provide reliable, secure information technology service that is aligned with government-wide standards and architectural direction, and meets the business needs of the Ministry.
- Provide reliable and timely access to Ministry records.
- Provide accurate and timely financial information to meet the needs of the Ministry and reporting requirements of legislation, as well as ensuring proper controls are in place to safeguard assets.
- Provide comprehensive human resource programs to ensure the availability of people with the skills the Ministry requires to achieve current and future organizational business plan goals.
- Provide quality and timely communication services that meet the needs of the Ministry.
- Maintain, update and exercise a business resumption plan to ensure timely continuation of essential business activities and functions in the event of a major disruption affecting Ministry operations.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Canadian Intergovernmental Relations	2,285	3,530	3,478	4,488	3,580	3,580
International Relations	2,614	3,549	3,497	3,977	3,979	3,979
Trade Policy	1,583	1,420	1,394	1,589	1,590	1,590
MINISTRY EXPENSE	6,482	8,499	8,369	10,054	9,149	9,149

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Other Revenue	17	-	5	-	-	-
MINISTRY REVENUE	17	-	5	-	-	-
EXPENSE						
Program						
International and Intergovernmental Relations	6,461	8,499	8,369	10,054	9,149	9,149
Valuation Adjustments and Other Provisions	21	-	-	-	-	-
MINISTRY EXPENSE	6,482	8,499	8,369	10,054	9,149	9,149
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(6,465)	(8,499)	(8,364)	(10,054)	(9,149)	(9,149)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	17	-	5	-	-	-
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	17	-	5	-	-	-
Ministry Program Expense	6,482	8,499	8,369	10,054	9,149	9,149
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**6,482**	**8,499**	**8,369**	**10,054**	**9,149**	**9,149**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(6,465)	(8,499)	(8,364)	(10,054)	(9,149)	(9,149)

Justice

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Ron Stevens, QC, *Minister of Justice and Attorney General*
March 23, 2005

THE MINISTRY

The Ministry of Justice includes the Department of Justice as an entity for government reporting purposes as well as the Alberta Review Board, the Fatality Review Board, the Judicial Council, the Notaries Public Review Committee, the Provincial Court Nominating Committee, and the Rules of Court Committee.

The Ministry of Justice is responsible for prosecutions, the courts, providing legal advice to government on Alberta's laws, the provision of legal services to government, and ensuring the justice system meets the needs of Albertans. The Ministry protects the legal interests of Albertans in need through the Maintenance Enforcement Program, Public Trustee services and support for legal aid. The Ministry also provides policy coordination, development, advice, and research. Strategic Services, Aboriginal Justice Initiatives Unit, and Human Resource Services provide strategic support to both the Ministry of Justice and the Ministry of Solicitor General. A more detailed description of the Ministry can be found on our website at **http://www.justice.gov.ab.ca/**.

VISION

A fair and safe society supported by a trusted justice system.

MISSION

To protect the rights of all individuals in Alberta and advance the interests of society by fostering: safe communities; access to justice; respect for the law; understanding of and confidence in the justice system, and the legal foundation for social cohesion and economic prosperity.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry is primarily linked to the fourth opportunity – Making Alberta the Best Place to Live, Work and Visit. The Ministry will continue to invest in Alberta's communities to make them among the safest in North America by getting tougher on those who commit violent offences. The Ministry will play a leadership role in establishing a more responsive justice system by expanding the availability and scope of dispute resolution options and using technology to facilitate access to justice services. It will also continue to pressure the federal government to take tough positions against violent crimes and those who commit them.

⬇

GOVERNMENT MEDIUM-TERM STRATEGIES

The Ministry is involved in a number of initiatives involving other ministries. These include medium-term strategies that fall under three of the four areas of opportunity. Under Unleashing Innovation, the Ministry is involved in the **Rural Development Strategy**. Under Competing in a Global Marketplace, the Ministry is involved in **The Climate Change Strategy**; and under Making Alberta the Best Place to Live, Work, and Visit, the Ministry is involved with the **Alberta Security and Public Safety Strategy**, the **Strategy for the Prevention of Family Violence and Bullying**, and the **Alberta Traffic Safety Plan.**

⬇

GOVERNMENT GOALS RELATING TO JUSTICE

While the Ministry's core businesses and goals are aligned with and support a number of government goals and priorities, Justice plays a key role in Goal 10 of the Government of Alberta business plan – *Alberta will be a fair and safe place to work, live and raise families;* Goal 6: *Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help* and supports, Goal 7: *The well-being and self-reliance of Aboriginal communities and people will be improved,*and Goal 9: *Alberta will have strong and effective partnerships with local, provincial, national and international governments.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Recognizing trends, identifying new challenges, and being aware of changes in a number of socio-economic sectors is an important part of setting the Ministry's strategic priorities and addressing justice concerns for Albertans. A number of these opportunities and challenges are complex and involve other stakeholders and jurisdictions. The Ministry is presented with the challenge of being held accountable for outcomes for which the Ministry does not have sole responsibility. The following factors will influence the Ministry in developing future goals and strategies.

Justice and Public Safety Trends

In 2003, the national crime rate increased by six per cent. Alberta's crime rate for that same year increased 7.7 per cent, with a 9.5 per cent increase in property crime and a two per cent increase in violent crime. The two per cent increase in the rate of violent crime was driven by an increase in the rate of robberies and assault while the 9.5 per cent increase in property crime was driven by an increase in the rate of motor vehicle theft and break-ins. Alberta's crime rate continues to be the lowest among the four western provinces.

Public safety is a key element in maintaining quality of life and preserving Canada's reputation as one of the safest and most secure countries in the world. The annual cost of crime to Canadians is estimated to range between $35 and $46 billion. The emotional costs of crime are immeasurable.

Fraud and Identity Theft

Identity theft is the fastest growing type of fraud in the marketplace and the number one consumer complaint in North America. With advances in technology, identity theft has become easier to commit and it is commonly manifested through credit and debit card theft. Public Safety and Emergency Preparedness Canada reported that in Canada the Phonebusters National Call Centre received 7,629 complaints of identity theft in 2002 and 14,526 complaints in 2003. Estimated by the Council of Better Business Bureaus in Canada, identity theft costs $2.5 billion a year to consumers, banks, credit card firms, stores and other businesses. In terms of the impact on victims, a report prepared by the Public Interest Advocacy Centre indicates that victims of identity theft suffer financial loss, damage to their reputation, emotional distress, and are left with the complicated and sometimes arduous task of clearing their names.

Aboriginal Justice

Aboriginal people are the youngest and fastest growing population in Alberta, with one-third of the Aboriginal population 14 years of age or younger. The significant representation of Aboriginal people at all stages in the criminal justice system, both as victims and offenders, continues to be a serious concern. In 2002-03, while Aboriginal people represented only seven per cent of Alberta's population, they represented approximately one-third of the provincial youth and adult custody population in Alberta.

Organized Crime and Security

While globalization offers enhanced opportunities, it also brings new risks, including new threats of international criminal activity. Organized crime groups are increasingly being linked to one another and are working cooperatively. Organized crime syndicates and networks have enhanced their interconnectivity. The nature of global organized crime continues to change with the erosion of national borders, the increasing ease of travel, and advances in technology. Closer cooperation in shared threat assessments and emergency planning will help prevent potential attacks and mitigate their impact if they occur.

Family Violence and Protection of Children

Addressing family violence is one of the priorities for the Government of Alberta. One-quarter of all victims of violent crimes reported in Canada in 2002 were family violence related. Of those, nearly two-thirds (62 per cent) were spousal and 85 per cent of the victims were women. Alberta continues to have the highest rates of family violence in this country.

which results in significant costs to the criminal justice system and society as a whole. Societal recognition of domestic violence as a crime, has led to an overall shift in the criminal justice system's response to violence in spousal relationships, as well as the implementation of prevention and intervention initiatives at the community level.

Child Sexual Exploitation

Sexual exploitation of children, including child pornography, Internet luring and the involvement of youth in prostitution, is a global issue that victimizes a vulnerable sector of society. The Internet and related communications technologies have greatly enhanced the opportunities for perpetrators to commit sexual crimes against children and have caused the incidence of child and youth exploitation to increase.

Traffic Safety

In 2003, there were more than 113,357 traffic collisions in Alberta. In that same year, 4.6 per cent of injury collisions and 22.3 per cent of fatal collisions in Alberta involved drivers that consumed alcohol prior to the crash. There is an increased focus on the development of enforcement tools for drug impaired driving.

Illicit Drugs

Problems associated with substance abuse, production of illicit drugs and drug trafficking cause harm to individuals, families and communities. Illicit drug use and manufacturing has been identified as the precipitating factor for a variety of other types of offences being committed. Since 1989, illicit drug use for those 15 years of age and older has increased slightly across the country, and use by Albertans remains above the national average. The size, sophistication, and number of marijuana grow operations and methamphetamine production labs appear to be on the rise in Alberta.

Public Engagement and Confidence

A key aspect of public engagement is to provide legal education information to the public to help them better understand how the justice system works as well as to help them to know their rights, avoid legal problems, and seek out the most appropriate legal remedies. Increased transparency and access to information about the justice system can enhance the public's confidence.

In 2001, thirteen per cent of the Canadian population were 65 years of age or older. It is estimated that by 2026 this number will rise to twenty one per cent. As the number of seniors continues to grow, and as an increasing number of those seniors live alone, it becomes increasingly important to understand and address the perceived vulnerability the elderly face.

Changing Legislation

Changes in legislation reflect on-going social changes in society. Proposed legislative changes that will affect the justice system in Alberta include:

- *Criminal Code* amendments to establish the National Sex Offender Registry;
- the *Fatality Inquiries Act*; and
- the Jurisdiction and Enforcement of Judgments Legislation.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal opportunities and challenges, the following strategic priorities were identified. These equally important priorities are listed in addition to the core activities of the Ministry.

1. Children, Youth and Families

Linkage:
Goals 1, 2, 3, and 5

Families are the foundation of society and children and youth are our most precious resources. While it is important to promote self-reliance of Alberta families, programs and services must be in place to respond to family violence, spousal and child support and related legal issues. The Ministry plays an important role in providing sufficient social supports to vulnerable children and youth to assist them in achieving positive outcomes. When youth do become involved with the criminal justice system, they must be held appropriately accountable and options must be in place to encourage them to behave more responsibly. Justice is a partner in the cross-ministry Alberta Children and Youth Initiative and supports a number of initiatives and strategies such as the Aboriginal Youth Suicide Prevention Strategy.

2. Partnership and Public Knowledge

Linkage:
Goals 1, 2, 3, 4, and 5

Justice will continue to place a high priority on maintaining a constructive dialogue with our stakeholders and the public in order to ensure our services continue to meet the needs of Albertans in the most effective way possible. These partnerships also assist in the Ministry's effort to increase awareness and education about the justice system. Increasing public knowledge is important to Albertans since knowing about how the law works can help the public to better understand their rights and assist them to seek out the appropriate legal remedies when required.

3. Aboriginal Policy Initiative

Linkage:
Goals 1, 2, 3, and 5

Justice is a co-champion of the Aboriginal Policy Initiative, which seeks to improve the well-being and self-reliance of Aboriginal people and to clarify federal, provincial and Aboriginal roles and responsibilities. The Ministry is working with other ministries, Aboriginal communities and stakeholders to explore innovative services and programs, community-based prosecution initiatives and cultural training for Ministry staff.

4. Organized Crime

Linkage:
Goals 1, 2, 3, and 5

Globalization has facilitated the commission of organized crime. To combat this development, Justice has committed increased resources to the prosecution of organized crime and related offences. Specific resources have been dedicated to deal with Internet and other technological crime. Additionally, Justice has pledged close cooperation with other agencies – federal, provincial and municipal – in sharing threat assessments and ensuring emergency preparedness.

5. Traffic Safety

Linkage:
Goals 1, 2, and 5

People continue to be injured and die on Alberta's roads, yet many of these tragedies are preventable. Despite many awareness campaigns aimed at deterring people from drinking and driving, alcohol remains a significant factor in traffic collisions. Justice will take steps to deal more effectively with recidivist impaired drivers in court, including where appropriate, proceeding by indictment and making applications for dangerous or long term offender designations. The Ministry will work with Infrastructure and Transportation, and Solicitor General to consider changes to provincial legislation. In cooperation with provincial and territorial counterparts, the Ministry will press the federal government to consider changes to the *Criminal Code* limiting the availability of conditional sentences for impaired driving causing death or bodily harm and new laws to better deal with drug impaired driving.

6. **Access to Justice**

Linkage:
Goals 1, 2, and 3

The Ministry of Justice places a continuing emphasis on Albertans' access to justice services through the use of technological innovations, improved infrastructure and security, through multiple alternative dispute resolution initiatives, and by reviewing legislation to ensure it continues to meet the needs of Albertans.

In response to recommendations by the Unified Family Court Task Force, a Family Justice Strategy will be developed. Consideration will be given to the unification and expansion of family justice services. Court procedures, court administration and information technology relating to family matters will be addressed.

The demand for legal aid services and the cost of providing legal aid services continues to increase. Strategies will be developed to address issues regarding Legal Aid's scope of services, method of delivery, governance and financing so the legal aid plan will continue to be accessible to Albertans in need.

CORPORATE STRATEGIES

The Ministry's corporate strategies support the achievement of goals across all four core businesses. The Ministry is committed to a positive and healthy work environment, staff development, strengthening the business practices and infrastructure required to deliver services, and promoting the cost effective management of resources to facilitate a fair and safe society that is supported by a trusted justice system.

The Ministry's commitment to maintain a **policy capacity** fosters the development of a consistent course of action and enables the Ministry to be a policy-informed organization. Enhanced policy capacity increases the quality of policy information and options for consideration by decision makers.

The Ministry's **human resource strategies** link directly to the corporate human resource strategies of government. The attraction and retention of those interested in diverse and challenging work, investment in employee learning and skill development, the assurance of a healthy, positive work environment, and the development of strategies to assist staff in leading the organization now and into the future are the areas of primary focus. Continual improvement and the use of leading edge best practices will enhance employee awareness, understanding and capacity to deliver service excellence within a culture of optimism and encouragement.

The Ministry will continue to monitor cross-government Information and Communication Technology (ICT) initiatives to ensure that **Ministry ICT initiatives** and application developments are in alignment with cross government ICT strategies and standards. The Ministry will continue to assess where new technologies can be used to enhance programs and service delivery.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Prosecutions

The Criminal Justice Division prosecutes persons charged with *Criminal Code, Youth Criminal Justice Act*, and provincial statute offences. The division promotes safe communities by working with individuals and organizations in the community to identify and implement improved and alternative approaches to the administration of criminal justice. In addition, the division develops criminal law policy for the province and supports criminal law consultation with other levels of government.

GOAL ONE

Promote safe communities in Alberta

What it means Through public consultations, Albertans have indicated that a high priority for them is peaceful communities in which they can live, work, and raise their families in safety and security without fear of crime or victimization. However, the Ministry recognizes that when someone does become a victim of crime, they must be treated with respect and effective services must be available to assist them through the criminal justice process.

Strategies

1.1 Work with partners within the criminal justice system to improve the efficiency of criminal cases moving through the courts, through early case resolution, centralization of disclosure practices where possible and use of electronic court briefs.

1.2 Solicit support within the provincial/territorial arena to press the federal government to reform criminal law relating to: age of consent, conditional sentences, Internet luring and clarification of disclosure requirements (including but not limited to Victim Impact Statements).

1.3 Collaborate with traffic safety partners to focus on chronic impaired drivers and where appropriate, make applications to the court for dangerous offender or long-term offender designations.

1.4 Consistent with the Alberta Drug Abuse Strategy, work with partners to enhance strategies that focus on enforcement and reducing the supply of drugs to impact the availability, with particular attention to methamphetamine, and address community concerns about the environmental and health impacts of residences used for drug labs and grow operations.

1.5 Work with partners to develop a provincial response/policy regarding economic and organized crime by:

- Participating in the Integrated Response to Organized Crime initiative, to work toward disrupting and dismantling organized crime in Alberta; and
- Participating in a cross government committee on identity theft.

1.6 Enhance the capacity of the Prosecution Service to work with police services and other criminal justice partners to address growing concerns with sexual exploitation of children through the use of technology.

1.7 Work with partnering ministries toward developing the programs and services related to assisting individuals impacted by domestic violence. Develop an implementation plan to establish an Alberta threat assessment initiative to reduce domestic violence related injuries and deaths.

1.8 Work with partnering ministries and the Alberta Mental Health Board to implement the Provincial Diversion Program.

1.9 Apply the *Canadian Statement of Basic Principles of Justice for Victims of Crime* (2003) and adopt courteous, compassionate and respectful approaches to make court less intimidating for victims, as well as children and youth who testify in proceedings. Focus on enhancing communication with victims of serious and violent crime while their matters are before the courts.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a **Public Perception of Safety in the Home** The percentage of Albertans who feel "not at all worried" about their safety from crime when alone in their own homes.	71%	75%	75%	75%
1.b **Public Perception of Safety in the Neighbourhood** The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	76%	82%	82%	82%

Source:
Annual Public Opinion Survey

Core Business Two: Courts

Alberta Courts are presided over by an independent judiciary. There are three levels of court in the province – the Court of Appeal, the Court of Queen's Bench and the Provincial Court. The Court Services Division provides administrative support to the courts. Court Services also provides policy advice and assistance to the Minister and the Ministry in relation to court issues. Stakeholders of Court Services include the public, the legal profession, law enforcement services, correctional authorities and various service providers.

GOAL TWO

Promote a fair and accessible civil and criminal justice system

What it means Justice is responsible for helping to resolve criminal and civil disputes. This includes reasonable access to court resources, and dispute resolution opportunities. Where appropriate, this includes alternatives to traditional court processes, such as mediation, judicial dispute resolution, and mini-trials. By speeding up the process and lowering costs, these alternatives can improve access.

Strategies

2.1 Review and prepare proposals for the recognition and enforcement of Canadian and foreign judgments and the jurisdiction of courts.

2.2 Review and prepare proposals on whether all pensions, annuities or RRSPs should be immune from the enforcement of judgments.

2.3 Review and prepare proposals to consolidate Alberta succession statutes (laws dealing with the disposition of property on death).

2.4 Work with the Alberta Law Reform Institute in areas of tort reform, including structured settlements and joint and several liability, to improve the efficiency of the justice system.

2.5 Use technology as a primary tool to improve access to the court system through initiatives such as video conferencing and developing a more effective case management system.

2.6 Implement the *Family Law Act* in a manner consistent with the Family Justice Strategy.

2.7 Continue to implement a Civil Mediation Project in Court of Queen's Bench.

2.8 Work with Infrastructure and Transportation, and the judiciary on Alberta's courts to ease the strain on court facilities. This is to include the consolidation of the Calgary courts.

2.9 Work with Solicitor General to enhance the integration and effectiveness of the provincial court security program to ensure safety for all participants in the court process.

2.10 Develop a strategy to address increasing traffic and bylaw infraction ticket volumes and ensure effective processing in the Courts. This is to include implementing electronic ticket processing.

2.11 Working in partnership with the Alberta Law Reform Institute and the Alberta Rules of Court Committee, rewrite and reduce the complexity of the Rules of Court.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a **Median Elapsed Time from First to Last Appearance** The median elapsed time in days that it takes to process a case in provincial criminal court from first to last appearance.	71 days (Canadian median: 81 days) (2002-03)	Below the Canadian Median	Below the Canadian Median	Below the Canadian Median
2.b **Provincial Court Civil Mediation Settlement Rate** The mediation settlement rate is the number of civil actions settled through mediation in the civil claims program divided by the total number of civil claims settled or not settled through such mediation. This is a blended settlement rate of Calgary and Edmonton.	61% (2003-04)	63%	63%	63%

Sources:

2.a Adult Criminal Court Survey, Canadian Centre for Justice Statistics

2.b Administrative data, Court Services Division

Core Business Three: Justice Services to Albertans

This core business includes Goals 3 and 4. The Ministry promotes fair and equitable access to the civil and criminal justice system by providing a broad range of justice services through the courts, prosecution and appropriate dispute resolution mechanisms. Access to justice also means addressing barriers of access to the justice system by providing legal representation for Albertans who are in need of assistance and by providing Albertans with accurate and up-to-date information to help them increase their awareness and knowledge about the justice system. In addition, services such as maintenance enforcement, estate and trust administration services and legal aid contribute to the preservation of a safe society for Albertans.

GOAL THREE

Provide access to justice services for Albertans in need

What it means Through its programs and services, the Ministry provides support and protection to vulnerable citizens, including families who depend on court-ordered maintenance payments, individuals unable to protect their financial interests, and individuals who cannot afford legal counsel. Helping those in need is essential to Alberta's success.

Strategies

3.1 Implement field operations and investigations to enhance client services and collections.

3.2 Identify educational and promotional enhancements to the Maintenance Enforcement Client Services Strategy to encourage compliance with support orders.

3.3 Continue the expansion of the Assured Income for the Severely Handicapped Benefits Administration Program beyond the Edmonton, Central, Calgary and the Northwest Regions.

3.4 Continue discussions with the Legal Aid Society of Alberta and the Law Society to resolve governance agreement issues.

3.5 Work with the Legal Aid Society of Alberta to address issues regarding Legal Aid's scope of services, method of delivery, governance and financing so the legal aid plan continues to be accessible to Albertans in need.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a **Client Satisfaction with the Services of the Public Trustee's Office** The percentage of clients "satisfied" to "very satisfied" with the services of the Public Trustee's Office.	90%	87%	87%	87%
3.b **Maintenance Enforcement Program: Dollars Due Compared to Dollars Received (% Collected)** The program's collection rate on scheduled support and scheduled arrears payments.	80%	88%	90%	90%
3.c **Client Satisfaction with Legal Aid Services** The percent of legal aid applicants who describe the service they received from the Legal Aid Society of Alberta in applying for legal aid as either "excellent" or "good".	80%	83%	83%	83%

Sources

3.a Client Satisfaction Survey, Public Trustee's Office
3.b Administrative data, Maintenance Enforcement Program
3.c Client Satisfaction Survey, Legal Aid Society

GOAL FOUR

Improve knowledge of, and confidence in, the justice system

What it means Albertans identify that information and education about the justice system is important. Additionally, perceptions of crime in their communities and the province, along with the information they receive from the media, affect their understanding of and confidence in the justice system. The Ministry will continue to work with partners to find better ways of informing Albertans about the justice system including the development of new strategies and working with Education and other stakeholders to develop justice education resources for Alberta classrooms.

Strategies

4.1 Support court initiatives in First Nations communities, with designated Crown prosecutors and encourage communication with Aboriginal communities.

4.2 Consult with stakeholders whenever appropriate on programs, policies, and services in areas of provincial responsibility when contemplating significant changes that will impact the public.

4.3 To initiate and maintain partnerships with stakeholders to identify existing information gaps and needs, as well as effective justice education strategies.

4.4 Develop and implement initiatives in consultation with partners to increase Albertans' awareness, education, understanding, and confidence in the justice system.

4.5 Work with Education and other stakeholders to develop justice education resources for Alberta classrooms.

4.6 Develop court information services for all participants in the court process.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a **Public Knowledge of the Justice System** The percentage of Albertans who feel "somewhat knowledgeable" to "very knowledgeable" about the justice system in Alberta.	65%	65%	66%	67%
4.b **Public Confidence in the Justice System** The percentage of Albertans who feel "some confidence" to "a lot of confidence" in the justice system in Alberta.	79%	80%	80%	80%

Source:
Annual Public Opinion Survey

Core Business Four: Legal and Strategic Services to Government

Civil Law provides legal services to all government ministries and represents them in matters before the courts and tribunals. Constitutional and Aboriginal Law provides specialized services to the government in constitutional and Aboriginal law matters. Legal Research and Analysis provides advice on legislative policy. The Legislative Counsel Office is responsible for drafting government public bills, regulations and Orders in Council.

GOAL FIVE

Assist government ministries to achieve their objectives through provision of effective legal and related strategic services

What it means The government performs a number of roles as service provider, community partner and lawmaker. These roles involve relationships with individuals, families, communities and other governments. Effective legal services reduce the potential for conflict involving the government, as well as protecting and advancing the interests of the government. By providing effective legal and related strategic services, Justice can assist other ministries in achieving their corporate goals and strategic priorities.

Strategies

5.1 Enhance alignment of legal service resources with government ministries by continuing to:

- Implement the use of legal service protocol agreements with client ministries, and
- Improve our corporate counsel services to meet the needs of client ministries.

5.2 Enhance the preventative law component of corporate counsel services to assist client ministries in identifying and managing legal risk.

5.3 Review and prepare proposals to clarify the jurisdiction of certain administrative tribunals relating to Aboriginal and constitutional issues.

5.4 Raise issues surrounding Aboriginal Self-government at the Assistant Deputy Minister and Deputy Minister level and provide legal and strategic advice to respective cross-ministry committees.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a **Client Satisfaction with Legal Services** The percent of client ministries "satisfied" to "very satisfied" with the legal services provided by the Legal Services Division, Civil Law.	85%	85%	85%	85%
5.b **Client Satisfaction with Assistance in Meeting Corporate Goals** The percent of client ministries "satisfied" to "very satisfied" that the legal services provided by the Legal Services Division, Civil Law helped them achieve their Ministry's corporate goals	79%	80%	80%	80%

Source:
Client Satisfaction Survey, Legal Services Division

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Prosecutions	40,638	42,074	42,113	45,283	46,071	47,071
Courts	116,467	120,666	130,125	140,016	140,337	145,494
Justice Services to Albertans	77,823	95,867	95,925	101,595	113,750	115,942
Legal and Strategic Services to Government	22,307	24,736	25,355	27,273	26,981	26,782
MINISTRY EXPENSE	257,235	283,343	293,518	314,167	327,139	335,289

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Transfers from Government of Canada	12,183	13,640	13,640	13,536	13,281	13,281
Investment Income	578	325	325	425	425	425
Premiums, Fees and Licences	38,641	35,162	34,532	36,258	36,292	36,806
Other Revenue	64,045	64,502	66,502	70,101	70,101	70,960
MINISTRY REVENUE	115,447	113,629	114,999	120,320	120,099	121,472
EXPENSE						
Program						
Ministry Support Services	11,731	14,656	14,656	18,669	18,782	18,755
Court Services	113,137	117,687	126,704	135,551	136,071	141,165
Legal Services	69,986	77,228	77,953	84,422	84,967	85,819
Support for Legal Aid	28,798	31,898	31,898	30,998	43,196	45,346
Public Trustee	9,001	8,979	9,169	10,466	10,363	10,427
Medical Examiner	5,168	5,218	5,218	6,225	5,924	5,941
Motor Vehicle Accident Claims	25,721	26,944	26,944	26,987	26,987	26,987
Valuation Adjustments and Other Provisions	(6,307)	733	976	849	849	849
MINISTRY EXPENSE	257,235	283,343	293,518	314,167	327,139	335,289
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(141,788)	(169,714)	(178,519)	(193,847)	(207,040)	(213,817)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	115,447	113,629	114,999	120,320	120,099	121,472
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	115,447	113,629	114,999	120,320	120,099	121,472
Ministry Program Expense	257,235	283,343	293,518	314,167	327,139	335,289
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**257,235**	**283,343**	**293,518**	**314,167**	**327,139**	**335,289**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(141,788)	(169,714)	(178,519)	(193,847)	(207,040)	(213,817)

Municipal Affairs

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Robert W. Renner

Rob Renner, *Minister of Municipal Affairs*
March 24, 2005

THE MINISTRY

The Ministry of Municipal Affairs consists of two main Divisions: Local Government Services and Public Safety, as well as five support branches.

Major responsibilities include helping municipalities provide accountable, well-managed, responsive, and effective local government for Albertans; administering a safety system that promotes fire protection and strives to ensure buildings and equipment are constructed and maintained to safe standards; and managing provincial emergency management programs and supporting municipalities, so they are prepared to deal with major emergencies and disasters.

The Ministry also includes the Municipal Government Board, an independent, quasi-judicial board that conducts hearings on matters defined in the *Municipal Government Act*; the Special Areas Board that provides municipal services and long-term land management for three special areas in southeast Alberta; and National Park Improvement Districts that provide limited municipal services.

Primary clients and stakeholders include municipalities and their related organizations and associations, organizations accredited under the *Safety Codes Act*, and industry-based safety and emergency management groups. The Ministry consults and works with the local government sector, delegated authorities, the public, industry, and other provincial and federal government departments as an integral and ongoing part of its activities.

VISION

Viable, responsive, and well-managed local governments and a public safety system that results in safe buildings, equipment and facilities, and effective emergency management.

MISSION

Municipal Affairs works in partnership with Alberta's municipalities, other provincial government departments, our federal partners, local authorities, various organizations focused on local matters, and the private sector to ensure Albertans live in safe, well-managed communities and are served by open, effective, accountable and well-managed local governments.

VALUES

As a Ministry, we value and support honesty, fairness, professionalism, and accountability, while focusing on exceptional service for our clients. We value our staff and their contributions of innovation, creativity, collaboration and open communication. These elements are key in achieving our Ministry's vision.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

This plan supports the following goals in the three-year Government of Alberta 2005-08 Strategic Business Plan that are aligned with Opportunity 4: making Alberta the best place to live, work and visit.

- Goal 8: Alberta will have a financially stable, open and accountable government.
- Goal 9: Alberta will have strong and effective partnerships with local, provincial, national and international governments.
- Goal 10: Alberta will be a fair and safe place to work, live and raise families.

This plan also directly supports two Government of Alberta medium-term strategies that are aligned with Opportunity 4: making Alberta the best place to live, work and visit:

- **Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century:** This strategy examines how provincial and municipal governments can best work together to improve municipal financial sustainability and build municipal capacity to provide efficient and effective services.
- **Alberta Security and Public Safety Strategy:** This strategy is jointly led by Municipal Affairs and the Solicitor General to mitigate and prevent the security risks to Alberta posed by intentional acts of violence or destruction by terrorists.

Municipal Affairs also supports a number of other medium-term strategies and cross-ministry initiatives indirectly.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Municipal Affairs strives to be vigilant and responsive in fulfilling its mandate to ensure that Albertans live in safe, well-managed communities.

Rapid growth, shifting demographics, reliance on technology, and the vulnerability of a resource-based economy all impact local government operations. Industry clustering, potential threats to security, complex regulatory frameworks and compliance requirements, and a shortage of skilled labour are challenges that impact Municipal Affairs' business activities.

The Ministry business plan includes strategies to respond to Albertans' priorities. Three categories of opportunities and challenges have been identified that may affect business plan outcomes:

Relationships with Partners: Increased clarity in partner roles, responsibilities and resource commitments will provide opportunities to better serve Albertans. A key priority for the Ministry is to work with municipal partners to refine the roles and responsibilities of municipal governments and their relationship with the provincial government. The Ministry is also working with Alberta's fire service to develop a framework to assist in better coordinating fire service operations across the province. This will provide communities with the option of choosing service standards most appropriate to meet local needs.

Challenges of Growth: Municipalities continue to face financial pressure to repair or replace existing infrastructure. Some municipal property tax assessment bases are declining. Other municipalities face rapid growth pressures. Municipalities continue to indicate that current funding levels and revenue sources may not be adequate to meet service or infrastructure demands. Municipal Affairs has the opportunity to work with its municipal partners and assist in the development of strategies to enhance services provided to Albertans.

Public Safety and Security: The safety of Albertans continues to be a priority. A variety of partners are working together on issues such as emergency and business continuity planning – as well as critical infrastructure identification to enhance our collective ability to prepare for, respond to and recover from any major emergency or disaster. Safety codes and standards also continue to be reviewed and revised in response to industry innovation to ensure that buildings and equipment are constructed and operated safely.

With the ongoing support of partners, the Ministry is committed to addressing new opportunities and challenges, accommodating new technologies, and developing effective solutions to meet the changing needs and priorities of Albertans.

STRATEGIC PRIORITIES 2005-08

1. **Provincial/Municipal Relationship**

   Linkage: Goal 1

   A key priority for the Ministry is to work with municipal partners to reassess and better define the roles and responsibilities of municipal governments and their relationship with the provincial government. Subsequently, the most appropriate funding vehicles that affect these roles and responsibilities will be determined. Increased clarity regarding roles and responsibilities will enable each order of government to more efficiently and effectively deliver the services for which it is responsible.

   Objective: An understanding that clearly delineates which order of government is best suited for delivering which services, as a result of the Ministry working with municipal partners and the municipal associations.

2. **Emergency Management**

   Linkage: Goal 5

   World events have emphasized the need to enhance existing provincial government emergency management and develop provincial and local capabilities to deal with major emergencies and disasters.

   Objective: Alberta has in place an effective emergency management system and partnerships to ensure its citizens and infrastructure are protected.

3. **Land Use Policies**

   Linkage: Goal 1

   The Ministry is working with other ministries to keep land use policies current so they meet the challenges and needs of municipalities and Albertans in a way that balances the interests of all parties.

Objective: An updated set of land use policies that are coordinated with and supported by affected provincial ministries and municipal associations, as a result of the Ministry working with other ministries and municipal partners.

4. **Intermunicipal Partnerships**

Linkage: Goals 1, 4, 5

The Ministry continues to encourage and facilitate partnerships involving joint planning, innovation and common opportunities including shared resourcing in the delivery of services and programs. This approach provides opportunities to deliver services more effectively, making the most of limited resources.

Objective: An increase in the number of municipalities working cooperatively to improve service delivery as a result of the Regional Partnerships Initiative.

5. **Safety System Enhancement**

Linkage: Goal 4

Work is ongoing to introduce harmonized, objective-based codes in the building, fire and plumbing disciplines through national and international codes and standards. Safety legislation is undergoing review for currency and responsiveness to changing needs. The establishment of a unifying framework for the fire service in Alberta is one of the significant initiatives under way that will provide a strong foundation for innovation in the fire service.

Objective: Alberta will continue to meet national and international safety code standards and have a framework for delivering fire services that meets individual community needs.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Local Government Services

Providing support services, policies and legislation that enhance the development of an accountable, well-managed, responsive and effective local government sector.

GOAL ONE

An effective, responsive, cooperative and well-managed local government sector

What it means Through partnerships, cooperation, and a legislative framework, the Ministry promotes Alberta's prosperity and the *Alberta Advantage* by encouraging the development of an efficient and responsive local government sector that provides the services and infrastructure Albertans and businesses need.

Strategies

1.1 Provide support systems, programs and partnerships that foster excellence in local governance, management and service delivery by:

- working with and encouraging rural and urban municipalities to cooperate with their neighbours to develop and implement improved growth planning and more efficient service delivery,
- assisting municipalities in addressing the challenges of climate change by supporting energy efficiency and conservation,
- promoting the sharing of knowledge among municipalities to support a culture of improvement and the development of innovative strategies for more effective governance, administration, financial management and service delivery,
- developing and coordinating education and information services that include training programs, online information and workshops for our stakeholders, and
- providing management and administrative services for the Special Areas and National Park Improvement Districts.

1.2 Support resolution of local and intermunicipal governance and management matters by:

- providing governance, administration, financial management, and land-use planning advice to local governments and associated local service-delivery organizations,
- supporting intermunicipal cooperation and self-directed dispute resolution through mediation and facilitation, and
- supporting the local dispute resolution initiative to help municipalities resolve internal disputes with staff and citizens.

1.3 Encourage a coordinated provincial government approach toward municipalities by:

- supporting the Minister's Provincial/Municipal Council on Roles, Responsibilities and Resources in the 21st Century in reassessing and better defining roles and responsibilities of municipal governments and their relationship with the provincial government. Subsequently, the most appropriate funding vehicles that affect these roles and responsibilities will be determined;
- improving the provision, coordination, and implementation of policies, programs, and services that enhance the effectiveness and efficiency of local services by working cooperatively with other ministries, municipalities, other provinces, Metis settlements, the federal government and other organizations, and
- reviewing provincial land-use policies and their framework to improve their contribution to achieving mutually beneficial provincial, municipal and land-owner interests.

1.4 Act as an advocate for municipalities within the provincial government to improve provincial responsiveness to municipal issues and concerns.

1.5 Through an enhanced review of the *Local Authorities Election Act*, ensure that it is achieving desired results.

1.6 Facilitate a legislative framework that enables municipalities to operate successfully and meet the local needs of Albertans by developing changes to provincial legislation and regulations related to municipalities that support improved approaches to local governance, election processes, and service delivery. This will result in a more refined legislative framework.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Level of satisfaction with the Local Government Services Division's activities, services and programs, in enabling and promoting a cooperative and well-managed local government sector (Calculates the percentage of the units within Local Government Services that achieved their individual performance targets. Unit performance is determined through a satisfaction survey of stakeholders.)	88%	80%	85%	85%

GOAL TWO

Financially sustainable and accountable municipalities

What it means The Ministry contributes to the financial sustainability of local governments, which are responsible and accountable to their citizens, by providing financial support, advice and services.

Strategies

2.1 Work with Alberta Infrastructure and Transportation to provide significant new provincial funding to help with municipal infrastructure backlog.

2.2 Assist municipalities to meet the financial reporting and accountability requirements contained in the legislation and regulations by:

- providing financial and procedural advice to municipalities, and
- maintaining the Ministry's financial monitoring of municipalities.

2.3 Assist municipalities having serious sustainability or accountability problems by supporting them in examining and pursuing innovative approaches or restructuring that will address these issues.

2.4 Improve the self-sufficiency of municipalities by providing financial support to local government initiatives by:

- administering the Unconditional Municipal Grant Program, the Municipal Sponsorship Program, the Grants in Place of Taxes Program, and other existing municipal grant programs, and
- modifying existing grant programs and developing new grant initiatives where enhanced support for local government communities is appropriate.

2.5 Encourage and facilitate municipalities to consider sharing services, facilities and or costs as a means of contributing to their financial sustainability.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Percentage of municipalities meeting Ministry's criteria of financial accountability as established in the *Municipal Government Act*	99%	97%	97%	97%

GOAL THREE

A well-managed and efficient assessment and property tax system in which stakeholders have confidence

What it means The Ministry promotes a fair, reliable and transparent system of generating local and provincial revenue through taxation of property. The key result is an assessment and property tax system that is accurate, understandable, predictable, and timely.

Strategies

3.1 Promote an assessment and property tax system that is accurate, predictable, transparent and timely by:

- demonstrating leadership by exhibiting a high level of professional standards and good practice in assessment, while helping municipal officials and ratepayers to better understand and deal with the assessment system in Alberta,
- administering assessment procedures and guidelines on an ongoing basis, and reviewing regulated assessment procedures and guidelines regularly,
- developing and maintaining handbooks and guides and providing professional advice to ensure that assessment practices and methodologies are current, and
- maintaining a comprehensive program of annual statistical audits and a five-year cycle for assessment procedure audits for each municipality.

3.2 Contribute to an effective and efficient system for assessment and taxation by:

- providing timely and accurate linear property assessments,
- providing timely and accurate equalized assessments and education tax requisitions, and
- facilitating appropriate sharing of data to improve the assessment, equalized assessment, and education taxation requisition processes.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Percentage of municipal assessment rolls that meet provincial standards for procedures, uniformity, and equity	97%	95%	95%	95%

Core Business Two: Safety Services and Fire Protection

Administering the safety system – the aggregate of provincial programs, regulations, partnerships, codes and standards – that provides for safety in the areas governed by the Safety Codes Act and promotes fire protection throughout the province.

GOAL FOUR

A comprehensive safety system that provides an appropriate level of public safety

What it means Albertans are confident that the homes, buildings and facilities where they work, live and do business and the associated equipment, such as elevators and electrical, heating and plumbing systems, are constructed and maintained to safe standards. They are also confident that prevention programs and the fire service contribute to a reduction in fire incidents.

Strategies

4.1 Maintain appropriate codes and standards by working with the Safety Codes Council:

- to conduct technical reviews and improve codes and standards, which includes adoption of new editions of the building, fire and gas codes and codes for elevating devices anticipated for 2005-06,
- to harmonize codes and standards used in Alberta with national and international models, and
- to implement objective-based codes for the building, fire and plumbing disciplines.

4.2 Support delegated authorities in effectively applying codes and standards by:

- maintaining an appropriate administrative and regulatory framework including legislation on barrier-free accessibility and design,
- working with the Safety Codes Council to implement the considerations of the *Safety System Review Report*,
- monitoring the performance of accredited municipalities, corporations, agencies, and delegated administrative organizations (Alberta Boilers Safety Association, Alberta Elevating Devices and Amusement Rides Safety Association, and Petroleum Tank Management Association of Alberta),
- instituting improved technical communications and advisory services and launching a public awareness campaign, and
- enhancing relationships with stakeholder organizations.

4.3 Foster an effective fire service through initiatives that include:

- establishing a unifying framework that defines the scope of Alberta's fire service and provides communities with the option of choosing service standards most appropriate to meet local needs,
- compiling an inventory of province-wide fire service resources, and
- recognizing first responders with the Alberta Emergency Services Medal.

4.4 Lead and support effective fire prevention programs by:

- promoting public education through initiatives such as *Risk Watch*, *Alberta Fire News*, and targeted campaigns,
- expanding partnerships with associations and industry.

- exploring the potential for corporate sponsorship of initiatives, and
- tailoring programs to address the needs of Aboriginal communities.

4.5 Monitor the Safety Codes Council's administration of outstanding grants to owners of sites remaining in the Phase I of the Underground Petroleum Storage Tank Site Remediation Program.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
4.a The percentage of assessed accredited municipal entities, corporations, agencies, and delegated administrative organizations administering the *Safety Codes Act* that achieve a satisfactory rating	96%* (2002-03)	95%	95%	95%
4.b Fire deaths per 100,000 population (10-year moving average)	1.20 (2003-04)	Less than or equal to 2004-05 10-year moving average	Less than or equal to 2005-06 10-year moving average	Less than or equal to 2006-07 10-year moving average

* Methodology changed from monitoring 80% of accredited municipal entities and accredited corporations each year to a defined 1/3 sample each year. Methodology for monitoring accredited agencies and delegated administrative organizations did not change. The previous methodology had last actuals of 97% in 2002-03 and 95% in 2003-04. Has been restated.

Core Business Three: Emergency Management Alberta

Managing provincial emergency management programs and supporting municipalities to ensure their preparedness to deal with major emergencies and disasters.

GOAL FIVE

An emergency management program that enables effective preparation for, response to, and recovery from major emergencies and disasters

What it means Alberta's communities and the provincial government, in collaboration with partners including all orders of government, the private sector and non-government organizations establish comprehensive emergency management.

Strategies

5.1 Lead and coordinate Alberta's emergency and disaster mitigation processes by developing and maintaining:

- emergency management policy and legislation,
- early warning systems including the Alberta Emergency Public Warning System and the Alberta Emergency Notification System, and
- provincial preventive initiatives, including the Alberta Counter-Terrorism Crisis Management Security Measures Best Practices Guide.

5.2 Coordinate and manage plans for major emergencies and disasters by:

- developing and maintaining provincial emergency management plans,
- supporting municipalities and First Nations in developing, maintaining and exercising their emergency management plans, and
- supporting and developing partnerships to increase response capability.

5.3 Coordinate the provincial response to major emergencies and disasters by:

- assisting in municipal and First Nations activation procedures,
- activating and operating the cross-government Emergency Management Alberta Operations Centre as requested,
- coordinating information flow among all orders of government, the private sector and non-government organizations, and
- conducting a comprehensive lessons-learned process, with all partners, to ensure that emergency plans and capabilities are constantly improved and maintained.

5.4 Lead provincial recovery activities in response to major emergencies and disasters by:

- activating disaster recovery procedures, including compiling information on the effects of major disasters, and developing disaster financial assistance programs,
- coordinating activities such as payment of financial assistance and requesting federal assistance under the disaster financial assistance arrangement, and
- coordinating the deactivation of emergency operations after the event, including the audit of all operations and programs as required.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Achieve a level of 100 per cent of claims where a member of the damage assessment team arrives on-site within 30 days of a claim being received	100% (2003-04)	100%	100%	100%
5.b The level of preparedness as measured by the percentage of municipalities that have conducted an emergency management exercise in the last four years	74% (2003-04)	90%	95%	100%

Note:
2002-03 was restated to 55% to exclude summer villages from the population, reflecting the recent change in legislation.

Core Business Four: Municipal Government Board

Providing independent, quasi-judicial adjudication on matters specified under the Municipal Government Act.

GOAL SIX

An independent system that administers appeals and issues timely and impartial decisions of high quality

What it means An efficient, effective and responsive appeal system that is seen as being fair and impartial by all parties to a complaint or appeal. The key results are timely processing of appeals filed with the Municipal Government Board and high quality, independent processes, decisions and solutions.

Strategies

6.1 Ensure timely processing of appeals filed with the board by:

- redeveloping the board's databases to achieve the efficient recording, tracking, analyzing and managing of all appeal activity,
- investigating advanced case management procedures for selected appeals to ensure timeliness in hearing and deciding appeals,
- working with stakeholders to expedite the scheduling and hearing of appeals,

- scheduling, monitoring and tracking all decision-making and writing activities to ensure compliance with established timelines and procedures, and
- reviewing and revising administrative procedures regarding withdrawals to ensure that resources are assigned appropriately.

6.2 Maintain an appeal system that provides high quality, independent processes, decisions and solutions by:

- providing ongoing training to strengthen adjudication skills for sustaining high quality, timely, consistent and independent processes and decision-making,
- obtaining feedback from stakeholders on an annual basis to gauge board performance, areas of strength and areas requiring improvement, and
- exploring, developing and piloting various processes for expediting appeals such as alternate dispute resolution methods, advanced appeal management, and one-member panels.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a Considering the environment of board hearings in which 50 per cent of parties may receive an unfavourable decision, the board will strive to ensure that 80 per cent of parties who appear before it are satisfied or neutral regarding the board's services and processes.	81%	80%	80%	80%

SUPPORT SERVICES

Financial and Information Technology Services	Directs the Ministry's information-technology, financial reporting and budgetary activities, in a shared services environment, and ensures an accountability framework is in place to meet the obligations of the *Financial Administration Act* and the *Government Accountability Act*.
Business Services	Manages business planning and performance measurement, environmental scanning, information access and privacy protection. Coordinates legislative planning, recommendations for orders-in-council and ministerial orders. Monitors and coordinates responses on activities of the Legislative Assembly that impact the Ministry. Provides central administrative services in a shared services environment with the Alberta Corporate Service Centre.
Communications	Provides strategic communications advice, consulting services, planning and communications support to the Minister, Deputy Minister and Ministry staff to help communicate effectively with stakeholders, the media and Albertans.
Human Resources	Provides support in the human resource function to management and staff in achieving departmental priorities and the goals of the business plan. Some services are provided through a shared services approach in partnership with the Alberta Corporate Service Centre.
Legal Services	Provides legal services to Municipal Affairs and its associated boards in a shared services environment.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Local Government Services	110,241	101,218	103,718	105,197	106,554	104,765
Safety Services and Fire Protection	11,801	12,049	11,539	11,753	11,753	11,753
Emergency Management Alberta	13,717	6,307	30,917	6,922	6,922	6,922
Municipal Government Board	3,236	3,418	3,418	3,560	3,701	3,790
MINISTRY EXPENSE	138,995	122,992	149,592	127,432	128,930	127,230

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	40,000	24,000	24,000	24,000	24,000	24,000
Transfers from Government of Canada	762	85	12,085	85	85	85
Premiums, Fees and Licences	383	362	386	290	290	290
Other Revenue	4,081	1,687	1,863	1,781	1,781	1,781
MINISTRY REVENUE	45,226	26,134	38,334	26,156	26,156	26,156
EXPENSE						
Program						
Ministry Support Services	10,796	11,174	11,174	11,169	11,169	11,169
Local Government Services	104,323	95,173	97,673	99,155	100,512	98,723
Public Safety	21,029	13,738	37,838	14,059	14,059	14,059
Municipal Government Board	2,542	2,707	2,707	2,849	2,990	3,079
Valuation Adjustments and Other Provisions	305	200	200	200	200	200
MINISTRY EXPENSE	138,995	122,992	149,592	127,432	128,930	127,230
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(93,769)	(96,858)	(111,258)	(101,276)	(102,774)	(101,074)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	45,226	26,134	38,334	26,156	26,156	26,156
Inter-ministry consolidation adjustments	(40,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
Consolidated Revenue	5,226	2,134	14,334	2,156	2,156	2,156
Ministry Program Expense	138,995	122,992	149,592	127,432	128,930	127,230
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**138,995**	**122,992**	**149,592**	**127,432**	**128,930**	**127,230**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(133,769)	(120,858)	(135,258)	(125,276)	(126,774)	(125,074)

Restructuring and Government Efficiency

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Luke Ouellette, *Minister of Restructuring and Government Efficiency*
March 24, 2005

THE MINISTRY

The Ministry of Restructuring and Government Efficiency is committed to achieving effectiveness, efficiency, and economy throughout government in the delivery of programs and services to Albertans. The Ministry delivers programs and services through four core businesses: Opportunity and Restructuring Assessment; Business Transformation; Information and Knowledge Management; and Shared Services.

VISION

Convenient, efficient and timely access to government programs and services for all Albertans.

MISSION

Champion excellence and innovation in technology and shared services and optimize the government's ability to deliver programs and services.

CORE BUSINESSES

Core Business 1: Opportunity and Restructuring Assessment

Goal 1: Define and prioritize opportunities for business improvement and service delivery with and on behalf of government.

Core Business 2: Business Transformation

Goal 2: Lead the transformation and improvement of priority business practices for government in optimizing the delivery of programs and services to Albertans.

Core Business 3: Information and Knowledge Management

Goal 3: Integrate information and communications technology and knowledge management standards, practices and frameworks with the business needs of government.

Core Business 4: Shared Services

Goal 4: Deliver and continuously improve shared services with ministries and partners.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

LINK TO 20-YEAR STRATEGIC PLAN

Restructuring and Government Efficiency activities are aligned with and support the opportunities identified in *Today's Opportunities, Tomorrow's Promise.*

Restructuring and Government Efficiency will work with ministries and interested parties to identify common opportunities and efficiencies. The Ministry will be innovative in capitalizing on those opportunities and the use of technology to increase the effectiveness and efficiency of government operations.

Alberta SuperNet (a province-wide broadband network) strengthens efforts to attract investment and skilled workers to this province, while enabling rural communities and businesses to connect to the world through local service providers and compete more effectively. The Alberta SuperNet infrastructure enables opportunities for video conferencing teaching systems to offer real-time distance learning for students or training for employees hundreds of kilometers apart.

LINK TO GOVERNMENT OF ALBERTA MEDIUM–TERM STRATEGIES

- Rural Development Strategy
- Alberta in a Strong Canada Initiative

LINK TO GOVERNMENT OF ALBERTA BUSINESS PLAN GOALS

Restructuring and Government Efficiency is directly aligned with goals 8 and 14 of the Government of Alberta Business Plan.

Alberta will have a financially stable, open and accountable government (Goal 8). Restructuring and Government Efficiency will lead the assessment of prioritization of opportunities to streamline, restructure and gain efficiencies for the business of government, in turn promoting efficiencies to reduce the cost of delivering programs and services to Albertans through sharing corporate administration systems.

Alberta will have a supportive and sustainable infrastructure that promotes growth and enhances quality of life (Goal 14). Construction of Alberta SuperNet will be completed in 2005 to provide access to 402 rural and 27 urban communities in the province. When completed, Alberta SuperNet will provide a high-speed broadband infrastructure for universities, schools, libraries, hospitals and provincial government buildings in the province. This infrastructure is, and will continue to be made available for Internet Service Providers to connect to residences and businesses throughout the year.

Restructuring and Government Efficiency also supports Alberta having a diversified and prosperous economy (Goal 1) through the promotion of innovative applications that take full advantage of Alberta SuperNet; Albertans being well prepared for lifelong learning and work (Goal 2) as Alberta SuperNet provides the electronic highway to communities, making it more viable for businesses and individuals to compete globally from rural areas with opportunities for distance learning created in these communities benefiting students, teachers and employees; and Alberta having strong and effective partnerships with local, provincial, national and international governments (Goal 9) through involvement on committees at provincial and national levels relating to areas such as security, privacy, internal trade and telecommunications policy.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

As a new ministry, the vision of providing Albertans with convenient, efficient and timely access to government programs and services requires the collaboration of ministries and partners to realize opportunities and overcome challenges.

CHALLENGES	OPPORTUNITIES
Collaborate within government to identify opportunities for business transformation and improvement.	Demonstrate effective and efficient delivery of programs and services to Albertans. Operational efficiencies within government and simplified processes for Albertans are realized.
Meeting the increasing expectations of citizens and businesses for electronic access to government.	Creation of a secure and reliable electronic environment that meets the needs and protects the privacy of citizens, businesses and government.
Keeping pace with business and technological changes.	Assess and implement new technologies to address business needs. Best practices and standards are applied across government to ensure efficient programs and services are delivered to Albertans.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of the challenges and opportunities, the strategic priorities described below have been identified.

1. Opportunity and Restructuring Assessment **Linkage: Goal 1**	• Identify and capitalize on opportunities for capturing economies of scale and efficiencies. • Define best practices in public sector management and service delivery for government. • Collaborate with ministries and partners to achieve more effective and efficient delivery of programs and services. • Streamline programs and services across government.
2. Business Transformation **Linkage: Goal 2**	• Identify and manage cross-government innovative initiatives. • Define best practices for service delivery enabled by technology.
3. Information and Knowledge Management **Linkage: Goal 3**	• Collaborate with other ministries to set a clear and strategic corporate plan for the development and use of information and communications technology. • Implement a standardized approach in the use of technology that maximizes the benefit to all partners and produces the best value for Albertans. • Complete the build of Alberta SuperNet and promote its advantages.
4. Shared Services **Linkage: Goal 4**	• Deliver effective, efficient and economical services to ministry partners. • Ensure ministry partners have the necessary information to assess and best utilize shared services to meet their needs.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Opportunity and Restructuring Assessment

GOAL ONE

Define and prioritize opportunities for business improvement and service delivery with and on behalf of government

What it means Consultation and collaboration with ministries and partners to create an ongoing inventory and assessment of business and service delivery practices of the government with a view to improving them.

The Ministry of Restructuring and Government Efficiency will assume a lead role in assessing and prioritizing opportunities to streamline, restructure and gain efficiencies and economies of scale for the business of government.

Leading efforts to establish a collaborative information network required to take informed and collaborative action on opportunities presented for internal business transformation as well as external program delivery of government.

Key outcomes associated with Goal One:

- streamlining of programs and services across government;
- a collaborative information network dedicated to identifying and capitalizing on opportunities for capturing economies of scale and efficiencies;

- objective and quantifiable risk assessments and prioritization of issues;
- solutions to achieve more effective and efficient delivery of programs and services;
- extensive network dedicated to defining best practices in public sector management and service delivery;
- standards for performance management and accountability; and
- partnerships dedicated to program rationalization.

Strategies

1.1 Work with ministries to identify and prioritize opportunities for business improvement and cross-ministry projects.

1.2 Research and evaluate alternative service delivery strategies.

1.3 Identify best practices for business improvement and service delivery.

1.4 Develop and implement a comprehensive performance management and accountability framework to guide service delivery and continuous improvement.

1.5 Effective communication with all ministries and partners.

Performance Measure

Restructuring and Government Efficiency is a newly established ministry in the process of identifying the most effective method to define and prioritize opportunities for business improvement in government and program and service delivery to Albertans. In the coming year, the Ministry will consult with all provincial ministries in assessing their business activities to collaborate on developing definitive measures of business improvement initiatives.

Core Business Two: Business Transformation

GOAL TWO

Lead the transformation and improvement of priority business practices for government in optimizing the delivery of programs and services to Albertans

What it means Achieving efficiencies and optimizing the delivery of programs and services to Albertans using a collaborative project management approach both internally to government and externally to partners.

Leading efforts to rationalize, transform and streamline integrated business practices on behalf of the Government of Alberta.

Key outcomes associated with Goal Two:
Restructured business will result in:

- reduction in the number of regulations;
- reduced overlap and duplication;
- cross-ministry projects;
- shared information and communications technology infrastructure;
- new common systems and processes;
- standardization and best practices; and
- efficiencies.

Strategies

2.1 Conduct a comprehensive regulatory review of government with plans to streamline and rationalize legislation and regulations.

2.2 Research and evaluate alternative service delivery strategies.

2.3 Identify opportunities to transform the delivery of programs and services provided to Albertans by leveraging the capabilities of existing and emerging technologies.

2.4 Identify and manage innovative cross-government initiatives.

2.5 Ensure ministry partners have the necessary information to assess and best utilize shared services to meet their needs.

2.6 Continue initiatives to improve the overall efficiency of government administrative processes and productivity by leveraging the government's investment in its financial and human resources system called the Alberta Government Integrated Management Information System (IMAGIS).

Performance Measure

As referenced in Goal One, Restructuring and Government Efficiency as a newly established ministry is working to identify opportunities for business improvement in government and program and service delivery to Albertans. As business transformation initiatives are identified, measures will be developed to track the number of cross-government re-engineering projects being undertaken, and the outcomes for our service delivery partners for selected initiatives of strategic interest.

Core Business Three: Information and Knowledge Management

GOAL THREE

Integrate information and communications technology and knowledge management standards, practices and frameworks with the business needs of government

What it means Information and communications technology encompasses the electronic means of capturing, processing, storing and communicating information.

Standardized approaches for the management, investment in and utilization of information and communications technology results in more effective and efficient delivery of programs and services to Albertans and the internal administration of government.

Alberta SuperNet, as the Government of Alberta's enterprise network, will enable the innovative use of information and communications technology to transform the delivery of government programs and services to Albertans and improve the effectiveness and efficiency of internal government administrative services.

Key outcomes associated with Goal Three:
Integration of information and communications technology knowledge management standards, practices and frameworks result in:

- common standards and frameworks;
- technology assessment and adoption;
- shared information to enhance the effectiveness in the delivery of programs and services; and
- adoption of corporate information and communications technology privacy and security frameworks and policies.

Strategies

3.1 Lead the development of an integrated, coordinated and aligned information and communications technology strategic plan.

3.2 Implement the Government of Alberta Enterprise Architecture Framework to provide business context and systems design guidance to minimize duplication and enhance quality.

3.3 Proactively establish cross-government technical standards, management practices and guidelines to support the development and adoption of common business solutions.

3.4 Develop, implement and maintain a security framework that provides guidance related to security standards and technical best practices.

3.5 Implement and maintain the ICT Privacy Framework, providing guidance related to information and communications technology standards and best practices.

3.6 Enable high-speed broadband availability via SuperNet to schools, healthcare facilities, libraries and government facilities across Alberta.

3.7 Evaluate and adopt appropriate new technologies that enable improved program and service delivery.

3.8 Continue working with Government Services on the implementation of an Information and Knowledge Management Framework.

Performance Measures	Last Actual (2004)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Projects aligned to and/or recognized as contributing to the Government of Alberta Enterprise Architecture	26%	40%	50%	60%
3.b Number of new applications that require authentication and authorization and use or plan to use the Alberta Secure Access Service	1	10	25	30
3.c Number of SuperNet communities with construction completed	407	429 of 429		
3.d Number of facilities using SuperNet (A community may have more than one facility.)				
Government facilities	518	1360 of 1360		
Learning facilities	200	2095 of 2095		
Health facilities	40	325 of 325		
Libraries	40	311 of 311		

When completed in 2005, Alberta SuperNet will directly connect over 4,000 hospitals, schools, libraries and government offices in 429 rural and urban communities across the province. These facilities will have the capacity required to run high-speed applications – enabling remote schools to take advantage of video conferencing, allowing doctors to send ultrasound and other large files to rural hospitals, libraries to share information and allowing more Albertans to access government services online.

Core Business Four: Shared Services

GOAL FOUR

Deliver and continuously improve shared services with ministries and partners

What it means Providing cost-effective and efficient shared services in administration, finance, human resources, information technology and procurement services. Common, integrated and shared solutions will enhance the delivery of government programs and services to Albertans.

Key outcomes associated with Goal Four:

- efficient delivery of products and services;
- collaborative service delivery;
- common corporate applications;
- standardized support tools and processes; and
- shared servers and common networks;

Strategies

4.1 Continue with corporate efforts to identify and provide excellence in shared service delivery.

4.2 Refine and integrate approaches to the delivery of shared services with a focus on government-wide solutions and standardization of systems where practical.

4.3 Identify opportunities to improve the overall efficiency of government administrative processes and productivity.

4.4 Provide managers with better access to relevant and timely information through the increased use of IMAGIS, significantly improving efficiency and cost effectiveness.

4.5 Implement standardized performance processes for strategic and operational levels of shared service delivery.

4.6 Manage a shared, integrated government information and communications technology infrastructure.

Performance Measure	Last Actual (2004)	Target 2005-06	Target 2006-07	Target 2007-08
4 (a) Number of government businesses (shared services) reporting use of performance indexing as a measurement tool*	7	20	30	40

* As the Ministry identifies opportunities to improve the overall efficiency of government administrative processes, measurement of the number of government businesses reporting use of performance indexing as a measurement tool will take place. These performance indices will be the product of a host of indicators including customer satisfaction, employee satisfaction, cost per transaction and others for each service offered to ministries.

MINISTRY SUPPORT SERVICES

The following services ensure resources are used effectively and efficiently to support the internal administration of the Ministry:

- Administration
- Communications
- Information and Technology
- Finance
- Freedom of Information and Protection of Privacy
- Human Resources
- Policy and Planning

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Opportunity and Restructuring Assessment	-	-	-	3,380	3,380	3,380
Business Transformation	88	1,099	1,087	1,098	1,098	1,098
Information and Knowledge Management	15,258	23,624	14,620	40,212	40,212	40,212
Shared Services	208,355	205,615	216,611	210,641	210,641	210,641
MINISTRY EXPENSE	223,701	230,338	232,318	255,331	255,331	255,331

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Internal Government Transfers	60,700	41,000	41,000	-	-	-
Other Revenue	171,857	168,626	181,134	175,921	175,921	175,921
MINISTRY REVENUE	232,557	209,626	222,134	175,921	175,921	175,921
EXPENSE						
Program						
Opportunity and Restructuring Assessment	-	-	-	3,350	3,350	3,350
Business Transformation	87	1,085	1,076	1,088	1,088	1,088
Information and Knowledge Management	15,147	23,292	14,447	39,666	39,666	39,666
Shared Services	206,630	202,853	214,174	208,448	208,448	208,448
Ministry Support Services	1,627	2,848	2,361	2,519	2,519	2,519
Statutory Programs and Valuation Adjustments	210	260	260	260	260	260
MINISTRY EXPENSE	223,701	230,338	232,318	255,331	255,331	255,331
Gain (Loss) on Disposal of Capital Assets	-	-	(1,340)	-	-	-
NET OPERATING RESULT	8,856	(20,712)	(11,524)	(79,410)	(79,410)	(79,410)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	232,557	209,626	222,134	175,921	175,921	175,921
Inter-ministry consolidation adjustments	(231,682)	(209,022)	(221,274)	(175,317)	(175,317)	(175,317)
Consolidated Revenue	875	604	860	604	604	604
Ministry Program Expense	223,701	230,338	232,318	255,331	255,331	255,331
Inter-ministry consolidation adjustments	(170,982)	(168,022)	(180,274)	(175,317)	(175,317)	(175,317)
Consolidated Program Expense	**52,719**	**62,316**	**52,044**	**80,014**	**80,014**	**80,014**
Gain (Loss) on Disposal of Capital Assets	-	-	(1,340)	-	-	-
CONSOLIDATED NET OPERATING RESULT	(51,844)	(61,712)	(52,524)	(79,410)	(79,410)	(79,410)

Seniors and Community Supports

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Yvonne Fritz

Yvonne Fritz, *Minister of Seniors and Community Supports*
March 24, 2005

THE MINISTRY

The Ministry consists of the Department of Seniors and Community Supports, the Persons with Developmental Disabilities (PDD) Boards, and the Alberta Social Housing Corporation.

The Department consists of the following six divisions: Seniors Services; Income Support for Persons with Disabilities, which includes the Assured Income for the Severely Handicapped (AISH) program; Housing Services; Strategic Planning and Supportive Living; Community Support Systems; and Strategic Corporate Services. The Department provides administrative, planning and research support to the Seniors Advisory Council for Alberta and the Premier's Council on the Status of Persons with Disabilities.

The Provincial PDD Board is an agent of the Crown as established by the *Persons with Developmental Disabilities Community Governance Act*. The Alberta Social Housing Corporation is an agent of the Crown established under the authority of the *Alberta Housing Act*. The corporation operates primarily as an administrative entity for holding housing assets, including mortgages.

VISION

A vibrant province where all Albertans live with dignity as full participants in society and experience the best possible well-being and independence.

MISSION

To provide supports, services, programs, information and strategic planning that contribute to the inclusion, well-being, and independence of seniors, persons with disabilities, and persons in need of housing supports.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Seniors and Community Supports' core businesses support the strategies in the Government of Alberta's Strategic Business Plan for making Alberta the best place to live, work and visit, as well as the Government of Alberta's Business Plan Goals:

- Albertans will be healthy.
- Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help.
- The vitality and independence of Alberta's seniors will be supported.
- Alberta will have supportive and sustainable infrastructure that promotes growth and enhances quality of life.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Seniors and Community Supports focuses on: seniors; persons with disabilities; adults with varying degrees of vulnerability due to frailty, illness or disease; and persons in need of housing supports. In its strategic planning process, the Ministry recognizes the diversity and breadth of its client population. For example, the seniors population spans more than two generations, with an age range from 65 to more than 100 years, and varying skills, abilities, support systems, living arrangements and levels of health. Persons with disabilities are similarly diverse; disabilities vary widely in cause, duration and effect on a person's life. Persons in need of housing supports include working people, as well as those with mental and physical disabilities, those with addiction disorders and families fleeing abuse.

In serving this diverse client base, Seniors and Community Supports has many opportunities to work with other ministries and levels of government, and to partner with community organizations within an environment that values collaboration and cooperation. The Ministry also delivers a number of strong programs, which form a firm foundation for enhancements. These opportunities enable the Ministry to address many factors in the external environment in its strategic planning efforts. Some of these factors are as follows:

SENIORS

- Alberta's population is aging; in particular, seniors aged 80 and over are the fastest growing population group. Alberta will need to prepare its programs, services and infrastructure to address the challenge of an aging population and future seniors who may have different skills, abilities and expectations from current seniors.
- There is a need to promote seniors' safety through development of standards and expectations for accommodation in supportive living and long-term care.
- Safeguards need to be strengthened to prevent physical, emotional, sexual and financial abuse of vulnerable adults.
- Affordable supportive living options are required to enable lower and moderate income seniors to age with dignity and security in the community, and to reduce pressure on long-term and acute care facilities.
- There is a need to partner with other ministries, regional health authorities, public and private housing operators and communities to coordinate and monitor the expansion of new models of supportive living.

- Options for aging in the community need to be accompanied by supports such as health services, housework assistance, daily living aids, or transportation that facilitate continued contribution and participation in society.
- Income support programs need to recognize that seniors have relatively fixed incomes, with limited capacity to adjust to rising living costs, changes in provincial and federal programs, and sudden and unpredictable expenses.

PERSONS WITH DISABILITIES

- Persons with disabilities continue to face significant challenges in pursuing education and employment, and in participating and being fully included in the social, economic and cultural life of the province.
- Caseloads for the Assured Income for the Severely Handicapped (AISH) program are increasing due to a growing and aging population; cost per case is also increasing due to rising medical and pharmaceutical costs. The caseload has increased from 16,368 cases in 1994-95 to 31,450 cases in 2004-05.
- Increases in basic living costs have resulted in a need to increase the financial benefit to better meet the needs of persons eligible for AISH.
- Government-supported programs and services for persons with disabilities require increased coordination and integration.
- Increasing needs are being generated by the aging of persons with disabilities.
- Office of the Public Guardian cases are becoming more complex as a result of greater decision-making choices and increased service needs.

HOUSING

- Many urban, rural and remote communities in Alberta lack affordable housing due to low vacancy rates, minimal development of new affordable rental housing, high growth communities and increasing operating costs. As a result, many low-income working Albertans often pay more than 50% of their household income for housing related costs compared to the standard guideline of no more than 30%.
- The needs of people who are homeless are often complicated by other challenges including unemployment, lack of life skills, poverty, family breakdown, mental illness and substance abuse.
- Communities are in the best position to address housing and should be given the opportunity to lead the process in addressing housing needs in their respective communities or regions in collaboration with the public, private and non-profit housing sectors.
- Community housing plans will need to demonstrate flexibility and financial sustainability while identifying a range of shelter and related services. These must be coordinated to support an individual's progression to independent community living. Flexibility will be achieved through financial and non-financial support to address local housing conditions.
- Financial sustainability will be achieved through a range of options, including one-time funding interventions and land contributions that reduce or eliminate capital debt for community-based organizations.

In meeting its challenges and building on opportunities, the Ministry will need to direct resources to providing income and other supports; promoting independent living; facilitating the development of housing to provide clients with choice; developing and monitoring protective mechanisms such as standards and legislation; promoting the inclusion of all Albertans in the economic, social and cultural life of the province; and improving coordination of services and programs.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of environmental factors, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. Prepare for an aging population **Linkage: Goals 1, 2, 3, 8 and 9**	The Ministry will partner with other ministries, other levels of government, and community organizations to facilitate or contribute to initiatives that encourage and enable Alberta's citizens and institutions to prepare for an aging population. The Ministry will build on work completed or underway in existing government initiatives and strategic plans, and identify gaps that need to be addressed in areas such as financial and retirement planning; housing needs for a growing population of seniors; healthy aging and wellness; safety and security; and transportation.
2. Renew the Assured Income for the Severely Handicapped (AISH) program **Linkage: Goal 4**	Albertans with a severe and permanent disability are finding it more difficult to meet their basic needs. Following extensive consultation and after receiving many submissions, the Government MLA AISH Review Committee put forward a number of recommendations to improve the AISH program. Subsequent to the government approval process, the Ministry will implement approved recommendations to renew AISH so that the program is more responsive to client needs.
3. Respond to the Alberta Disability Strategy **Linkage: Goals 4 and 5**	To improve the coordination of policies and programs for Albertans with disabilities, the Ministry will continue to work with other involved ministries in responding to the Alberta Disability Strategy. In particular, the Ministry will focus on the Alberta Disability Strategy's call for a more holistic, responsive and accountable framework to support innovative, cost-effective and coordinated services for persons with disabilities.
4. Build a coordinated delivery system **Linkage: Goals 4 and 5**	The Ministry will work with other ministries, other levels of government, and the community to build a coordinated system to assist the provincial government in delivering services to persons with disabilities.
5. Coordinate family and special purpose housing and related services to help address gaps in the housing continuum **Linkage: Goals 6 and 7**	The housing continuum is a range of accommodation including emergency, transitional, social, affordable, and market accommodation. In addressing gaps in the housing continuum, the Ministry will work with other ministries, other levels of government, community organizations, and the private sector to coordinate housing and related services. This will support a progression to independent community living.
6. Develop flexible and sustainable housing initiatives for lower-income Albertans **Linkage: Goals 6 and 7**	The Ministry will support housing based on the principles of: • Sustainability – Provide one-time capital funding to community organizations and agencies for the development of affordable housing that does not require ongoing operating subsidies; • Flexibility – Give communities the opportunity to take a leadership role in determining and developing plans to help address their local housing needs; and • Collaboration – Encourage the public, private and non-profit housing sectors to work together to develop locally-based, sustainable housing initiatives.

7. **Contribute to sustainable, quality and affordable supportive living and long-term care**

Linkage: Goals 1, 3 and 8

The Ministry will co-champion the Health Innovation and Wellness cross-ministry initiative with Health and Wellness; Infrastructure and Transportation and Finance. The focus of the Ministry's work will be on supporting the shift to supportive living from long-term care accommodation, facilitating the development of affordable supportive living options, and maintaining quality supportive living and long-term care accommodation services. In addition, the Ministry will work towards adjusting long-term care accommodation rates in a fair and incremental way.

8. **Review the *Dependent Adults Act* and the *Personal Directives Act***

Linkage: Goal 9

The Ministry will conduct comprehensive reviews of two Acts. The *Dependent Adults Act* has not been reviewed since its inception 25 years ago. As the *Personal Directives Act* links closely with the *Dependent Adults Act*, it will be reviewed at the same time. The reviews will include extensive public and stakeholder consultation and examine how guardianship and trusteeship tools may be updated or modernized. The option to develop a Personal Directive registry will also be explored.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Providing services, programs, and planning for seniors and the aging population

GOAL ONE

Seniors in need have access to financial supports that enable a secure and dignified way of living

What it means

Seniors need to have sufficient income to meet their basic needs. These needs include the ability to maintain independence and choice; and to continue participating in and contributing to community activities.

The Alberta Seniors Benefit is an income-based program that provides monthly cash payments to eligible lower-income seniors to assist them with their basic needs. The Special Needs Assistance for Seniors program provides a lump-sum cash payment to eligible seniors who demonstrate they are experiencing financial difficulties in meeting one-time, extraordinary expenses above their basic living requirements. For seniors who access the Special Needs Assistance for Seniors program, speedy assessment of applications is important. Starting in 2005, eligible seniors will receive dental and optical benefits and assistance with school property taxes.

Strategies

1.1 Implement enhanced financial, dental and optical, and property tax relief programs for seniors.

1.2 Continue to identify potential improvements to income-based seniors' benefits that are responsive to changing needs, and that result in improved fairness and simplified eligibility and administration.

1.3 Examine new approaches to providing supports for seniors that respond to individual needs.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a Percentage of seniors provided with the opportunity to apply for Alberta Seniors Benefit.	99%	100%	100%	100%
1.b Assessment time in working days for Special Needs Assistance for Seniors program applications.	20 days	15 days	15 days	15 days

GOAL TWO

Seniors, families of seniors, and service providers have access to accurate, timely information on programs and services for seniors

What it means Quality information about programs and services enables seniors, their family members, future seniors and service providers to learn about supports for which seniors may be eligible; and assists them in making wise choices concerning housing, health service needs and other matters affecting their lives.

Seniors and Community Supports provides information through telephone access, publications such as *Seniors Programs and Services Information Guide*, the Ministry website, seniors information services offices and correspondence.

Strategies

2.1 Review the delivery of information services to seniors, their families and service providers to ensure that the information provided is consistent and accurate.

2.2 Identify new opportunities for educating communities, service providers and individuals on programs and services relating to seniors.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
2.a Satisfaction with information services provided by telephone access.	86.4%	93%	93%	93%

GOAL THREE

Government policies, programs, and plans anticipate and respond to the needs of seniors today and in the future

What it means The Ministry engages in strategic planning, research and analysis of social, economic, and political trends, emerging issues, and policies and programs within Alberta, across Canada and globally.

The knowledge resulting from these activities enables the Ministry to provide sound expertise, support and leadership across government, and to ensure any potential impact of proposed program or policy initiatives on seniors today and in the future is fully understood. This knowledge, and collaboration with other ministries, other levels of government and community stakeholders, will assist the government in developing policies, programs and plans that are sustainable and responsive to seniors.

Strategies

3.1 Develop approaches to encourage adult Albertans to make sound financial decisions to prepare them for self-reliance and well-being in their senior years.

3.2 Work with Infrastructure and Transportation to prepare for the aging of the driving population.

3.3 Develop a complementary provincial strategy on preventing the abuse of seniors in families through the cross-ministry strategy for the prevention of family violence and bullying.

3.4 Work with federal, provincial and territorial jurisdictions to advance strategies for supporting family caregivers, promoting healthy aging, researching the cumulative impact of costs on seniors, and to review the National Framework on Aging.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a Satisfaction of departments and agencies with the Ministry's collaborative activities, and contribution to joint initiatives regarding seniors' issues.	72%*	90%	90%	90%

* Measure revised for 2005-08. Actual measure for 2003-04 was "Satisfaction of departments and agencies with the Ministry's leadership and collaboration, and with the information, advice and analysis received."

Core Business Two: Providing supports, services and planning for persons with disabilities

GOAL FOUR

Albertans with a severe and permanent disability have access to funding to meet their basic shelter, food, health and personal needs

What it means Some Albertans with a severe disability are unable to work to support themselves and require assistance from the government to meet their basic needs. Some have significant health costs related to their disability, including high prescription drug costs.

The Assured Income for the Severely Handicapped (AISH) program provides financial and health benefits to adults with a permanent disability that severely impairs their ability to earn a livelihood. This allows them to meet their basic living needs and to be as independent as possible. The level of benefits received depends on the recipient's income and assets.

Almost 32,000 Albertans receive AISH benefits. The AISH benefit includes a financial benefit and comprehensive health benefits. The health benefits include premium-free Alberta Health Care Insurance, exemption from Alberta Aids to Daily Living co-pay fees, and coverage for prescription drugs, optical care, basic dental care, emergency ambulance services and essential diabetic supplies.

Strategies

4.1 Provide income support and health benefits to meet the basic needs of Albertans who are eligible under the Assured Income for the Severely Handicapped (AISH) program.

4.2 Implement the approved recommendations from the Government MLA AISH Review Committee to renew the AISH program following government approval processes, to ensure responsiveness to client needs and program affordability.

4.3 Coordinate the implementation of the approved recommendations from the AISH review through the cross-ministry Health Innovation and Wellness Initiative.

Performance Measure	Last Actual (2004-05)	Target 2005-06	Target 2006-07	Target 2007-08
4.a Eligibility decision time in working days for AISH applications.	30	25	25	25

GOAL FIVE 5

Albertans with disabilities have an opportunity to achieve full citizenship by inclusion in the social, economic and cultural life of the province

What it means

Full inclusion in the social, economic and cultural life of the province means that persons with disabilities are embedded into every aspect of the community as valued, participating and contributing community members. For example, persons with disabilities who are fully included will have the opportunity to participate in employment, recreational activities, volunteer work, education and other activities. Individuals will have access to the supports needed to achieve this inclusion.

Persons of all ages who live with disabilities face many challenges to full inclusion in Alberta's social, economic and cultural life. The recommendations of the Alberta Disability Strategy set out actions to improve the coordination, integration and effectiveness of over 30 Alberta government programs and services intended to eliminate obstacles to community inclusion. The Ministry's Office of Disability Issues works with other ministries and agencies in responding to the recommendations in the Alberta Disability Strategy for a more holistic, responsive and accountable framework to support innovative, cost-effective and coordinated services for Albertans with disabilities.

The Ministry also promotes the inclusion and participation of all persons with disabilities into community life through the provision of community support services, for example, under the Gaps in Service and Brain Injury initiatives.

In addition, the Ministry is responsible for the Persons with Developmental Disabilities Boards, which develop, maintain and deliver quality programs and services to persons with developmental disabilities. These programs assist persons with developmental disabilities to live, work and participate in community life.

Strategies

5.1 Respond to the Alberta Disability Strategy by having the Office for Disability Issues collaborate with other ministries to improve cross-government coordination of policy and provide more effective program delivery for Albertans with disabilities.

5.2 Pilot an integrated service delivery project to deliver provincial government services to persons with disabilities.

5.3 Contribute to the development of programs and services that support the needs of persons with disabilities by responding to the outcomes of the Gaps in Service Initiative, continuing to support and enhance the Alberta Brain Injury Initiative, and coordinating interdepartmental work on issues relating to the Alternative Communications Strategy.

5.4 Promote and facilitate community employment for adults with developmental disabilities.

5.5 Work with communities to increase inclusion of adults with developmental disabilities, especially in the areas of education and access to public transportation and community health services.

5.6 Work with other provincial ministries to promote inclusion and to improve access to general government services for adults with developmental disabilities.

5.7 Support opportunities for adults with developmental disabilities and their families to enhance their leadership and advocacy skills so that they can effectively influence programs and policies.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
5.a Percentage of adults with developmental disabilities, supported by PDD-funded services, who exercise control over their lives.	94% (2003-04)	95%	95%	95%
5.b Satisfaction, by families/guardians of persons with developmental disabilities, with PDD-funded services.	89% (2002-03)	n/a*	91%	n/a*

* Not applicable as this is measured every two years.

New measure: "Percentage of persons with brain injury and/or other disabilities and their families/caregivers reporting they feel supported by Community Support Services." Baseline results will be reported in 2005-06.

Core Business Three: Supporting the provision and ongoing management of housing for lower-income Albertans

GOAL SIX 6

Provincially-owned and -supported housing is managed efficiently and effectively and utilized appropriately

What it means The Ministry is the steward of a housing portfolio that gives lower-income Albertans access to a range of subsidized housing. Lower-income Albertans are those who are unable to pay full market rent for their accommodation. Subsidized housing in Alberta includes housing for low-income families and individuals, housing for persons with special needs, apartments for lower-income seniors and seniors' supportive housing facilities that provide additional services such as meals and housekeeping.

Seniors and Community Supports partners with the federal government, through the Canada Mortgage and Housing Corporation, to support the amortization and operating costs of many of the units in the Ministry's housing portfolio. The Ministry is accountable to Albertans to ensure this portfolio is managed appropriately. Through agreements with local housing authorities, the Ministry ensures that the portfolio is adequately maintained, provincial funds are accounted for and accommodation is targeted to individuals and families in need. In some cases, this means preparing community organizations to assume responsibility for sustainable housing delivery through the transfer of ownership to those organizations.

The Ministry also provides some funding to assist organizations operating emergency shelters and transitional housing for homeless and hard-to-house persons by offsetting part of their operating costs.

Strategies

6.1 Ensure effective governance structures are in place for the community-based provision of family, special purpose, and seniors' housing in urban, rural and remote communities.

6.2 Support the transfer of ownership and/or management of provincially-owned housing to public and non-profit housing entities to allow for better and more appropriate use of local housing resources.

6.3 Maintain a flexible approach to managing the Ministry's housing portfolio that takes into account changing resident needs.

6.4 Work with housing operators to ensure the housing portfolio is adequately maintained.

6.5 Monitor the operations and business practices of housing operators to ensure the operators are being economical and accountable.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
Quality of accommodation provided by housing operators, and where appropriate, services provided, as indicated by satisfaction of residents of:				
6.a Family housing.	76.6%	80%	80%	80%
6.b Seniors' lodges.	91.7%	93%	93%	93%
6.c Seniors' self-contained housing.	85.1%	93%	93%	93%

GOAL SEVEN 7

Lower-income Albertans have access to a range of housing options that will meet their needs

What it means

Many urban, rural and remote communities in Alberta lack affordable housing due to low vacancy rates, minimal development of new affordable rental housing, and increasing rental costs. At the same time, social housing waiting lists in many communities are growing and Albertans often have to wait more than a year to access public housing. Providing housing assistance to lower-income Albertans is essential for their well-being and that of their families, and for the development of sustainable communities.

The Ministry has responded to some of these needs. Through the Canada-Alberta Affordable Housing Program Agreement, the Ministry provides one-time capital grant funding to municipalities and to private or non-profit organizations to develop affordable housing. The proponents must ensure that the housing remains affordable for a minimum of 20 years without ongoing operating subsidies. To date, 2,368 units have been built under this Agreement. In support of the National Homelessness Initiative, the province has allocated $3 million annually since 1999 to seven designated communities to address the shelter needs of the homeless. Contributions from the provincial and federal governments have led to the creation of over 2,500 emergency, transitional, long-term, supportive and special purpose housing units, and to the provision of additional support services.

Strategies

7.1 Develop a set of guiding principles to support a continuum of housing and related services to promote the health and well-being of Albertans.

7.2 Encourage local communities to take a lead role in the development of community housing plans by identifying a range of shelter and related services coordinated to support progression to independent community living.

7.3 Encourage local communities to work in collaboration with the public, private and non-profit housing sectors to develop sustainable housing solutions.

7.4 Coordinate housing and related services for persons with special needs and those who are homeless to enable them to live independently.

7.5 Facilitate access to provincially-owned land for building affordable housing.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
7.a Number of affordable housing units developed with support from provincial funding.	872	880	880	1,200

New measure: Number of working days on social housing wait list for applicants who are determined to be in critical need. Baseline results will be reported in 2005-06.

Core Business Four: Providing supports to enhance choice and well-being for clients of the Ministry

GOAL EIGHT 8

Albertans in need of support have choices for independence, safety and well-being

What it means Albertans value their independence and want to have choice wherever possible in how and where they live. Albertans who experience frailty, illness or disability may need support services to help them live as independently as possible. The Ministry facilitates the development of affordable supportive living projects and access to income supports to help cover costs of supportive living. In addition, the Ministry provides funding for basic medical equipment or supplies to assist persons with chronic or terminal illnesses to maintain their independence in their own homes or in home-like settings.

Through quality assurance, the Ministry works with its partners to develop and monitor standards for supportive living and long-term care accommodation. The Ministry also administers legislation, such as the *Protection for Persons in Care Act*, that assists in protecting persons in care who receive government-funded care services.

Strategies

8.1 Advance the shift from long-term care to supportive living by:

  8.1.1 supporting the development of affordable supportive living, (e.g. through the Seniors Supportive Housing Incentive Program); and

  8.1.2 improving the policies and programs that help lower-income persons cover costs of living in supportive living accommodation.

8.2 In partnership with other ministries, health authorities and facility operators:

  8.2.1 establish and implement standards, monitoring mechanisms, and quality improvement processes for supportive living and long-term care accommodation; and

  8.2.2 implement a mechanism to adjust long-term care accommodation fees to reflect economic factors such as increases in the cost of living and inflation.

8.3 Provide leadership in safeguarding vulnerable adults receiving care services by responding to the legislative review of the *Protection for Persons in Care Act*.

8.4 Participate in provincial initiatives to improve safeguards that assist in protecting vulnerable adults receiving care services.

Performance Measures

New measure: Number of affordable supportive living spaces for aging in place developed with support from provincial funding. Baseline data will be reported in 2005-06.

New measure: Quality of accommodation services provided in long-term care facilities, as indicated by satisfaction of residents/families/guardians. Baseline data will be reported in 2005-06. The Ministry will work towards a target of 93% satisfaction. This is the same as the target for measure 6.b, which measures satisfaction of seniors' lodge residents, and which indicated a last actual satisfaction level of 91.7% in 2003-04.

GOAL NINE

9 When needed, adult Albertans will have supports in making decisions that affect their personal lives

What it means

The Office of the Public Guardian is responsible for ensuring Albertans who require assistance with personal decision-making have access to appropriate decision-making options. Information, referral and support to individuals, service providers, agencies and other ministries on guardianship and personal directives are also provided.

Guardianship involves appointing a third party through the courts to make specific non-financial personal decisions for an individual. Personal decisions may include decisions about where to live; education and vocation; legal matters; surgery and other health matters; and end of life issues. Private guardianship by family members or other private individuals is seen in most cases to be in the client's best interests but, if no appropriate private party is available, the Public Guardian may be appointed as a last resort. Almost 10,000 Albertans require assistance in decision-making as a result of diagnosed conditions such as developmental disability, mental illness, diseases of aging or acquired brain injury.

Decision-making is also facilitated through personal directives, which allow an adult to prepare written instructions on personal matters, including the appointment of an agent to make personal decisions. A personal directive is activated if the person who prepared it becomes incapacitated due to illness or accident. The Office of the Public Guardian provides information and support to encourage Albertans to make personal directives.

Strategies

9.1 Implement the approved recommendations of the Office of the Public Guardian Mandate Review to develop a new model for public guardianship.

9.2 Conduct a review of the Community Involvement Program to ensure the delivery of supports for private citizens applying for guardianship are efficient, appropriate and effective.

9.3 Examine new roles for the Office of the Public Guardian related to providing training and support to private guardians.

9.4 Promote personal directives for adult Albertans.

9.5 Complete the legislative review of the *Dependent Adults Act* and *Personal Directives Act* in 2007, and implement changes approved by the Government.

9.6 Enhance electronic information tools to provide effective case management to better manage increasing caseloads of guardianship services provided by the Ministry.

Performance Measures	Last Actual (2002-03)	Target 2005-06	Target 2006-07	Target 2007-08
9.a Percentage of dependent adults with private guardians.	79%	80% or higher	80% or higher	80% or higher
Satisfaction with supports and decision-making services provided by the Office of the Public Guardian of:				
9.b Private guardians,	88%	90%	n/a*	90%
9.c Service providers.	89%	90%	n/a*	90%

* Not applicable as this is measured every two years.

New Measure: 9.d Dependent adults will be included in the survey of satisfaction with supports and decision-making services for the first time in 2005-06. Baseline results will be reported in 2005-06.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Providing services, programs, and planning for seniors and the aging population	224,871	241,126	271,211	337,141	346,822	353,850
Providing services, programs, and planning for persons with disabilities	834,850	887,618	887,547	990,839	1,084,146	1,119,099
Supporting the provision and on-going management of housing for lower-income Albertans	210,814	218,831	223,332	220,030	198,526	200,455
Providing supports to enhance choice and well-being for clients of the ministry	82,703	89,795	87,590	95,871	95,751	95,950
MINISTRY EXPENSE	1,353,238	1,437,370	1,469,680	1,643,881	1,725,245	1,769,354

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Transfers from Government of Canada	262,437	274,212	256,448	276,830	276,290	284,367
Investment Income	1,800	1,066	1,066	1,331	1,481	1,631
Premiums, Fees and Licences	1,329	880	880	1,095	1,095	1,095
Other Revenue	5,936	2,600	2,600	3,685	3,600	3,600
MINISTRY REVENUE	271,502	278,758	260,994	282,941	282,466	290,693
EXPENSE						
Program						
Alberta Seniors Benefit	185,334	206,005	236,005	249,017	251,717	[illegible]51,717
School Property Tax Assistance	-	-	-	10,000	17,000	24,000
Special Needs Assistance	21,378	24,158	24,158	24,262	24,262	24,262
Seniors Optical and Dental Assistance	16,991	10,000	10,000	52,000	52,000	52,000
Assured Income for the Severely Handicapped	386,214	408,512	408,512	488,379	571,421	606,221
Assistance to Persons with Developmental Disabilities	439,450	468,114	468,114	489,349	499,344	499,344
Community Support Systems	7,577	8,869	8,869	9,423	9,423	9,423
Seniors Lodge Assistance	14,718	15,650	15,650	21,650	22,650	23,150
Family and Special Purpose Housing	38,278	32,002	32,002	48,725	53,125	57,425
Rent Supplement	14,029	15,017	15,017	15,017	15,017	15,017
Transitional Housing and Homeless Support	19,421	17,109	17,109	23,309	24,109	24,109
Canada / Alberta Affordable Housing	41,000	51,240	51,240	25,000	-	-
Alberta Social Housing Corporation	40,209	45,897	45,897	45,897	45,897	45,897
Supportive Living and Long-Term Care	2,638	2,234	6,734	5,087	4,987	4,987
Public Guardian Services	4,894	4,984	4,984	5,776	5,776	5,976
Ministry Support Services	4,324	4,966	4,966	8,363	8,463	8,663
Alberta Aids to Daily Living	74,292	81,149	78,959	83,459	83,459	83,459
Valuation Adjustments and Other Provisions	(1,032)	185	185	185	185	185
Program Expense	1,309,715	1,396,091	1,428,401	1,604,898	1,688,835	1,735,835
Debt Servicing Costs						
Alberta Social Housing Corporation	43,523	41,279	41,279	38,983	36,410	33,519
MINISTRY EXPENSE	1,353,238	1,437,370	1,469,680	1,643,881	1,725,245	1,769,354
Gain (Loss) on Disposal of Capital Assets	11,183	12,409	30,402	28,135	17,781	13,234
NET OPERATING RESULT	(1,070,553)	(1,146,203)	(1,178,284)	(1,332,805)	(1,424,998)	(1,465,427)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	271,502	278,758	260,994	282,941	282,466	290,693
Inter-ministry consolidation adjustments	6,499	-	-	-	-	-
Consolidated Revenue	278,001	278,758	260,994	282,941	282,466	290,693
Ministry Program Expense	1,309,715	1,396,091	1,428,401	1,604,898	1,688,835	1,735,835
Inter-ministry consolidation adjustments	130	-	-	-	-	-
Consolidated Program Expense	**1,309,845**	**1,396,091**	**1,428,401**	**1,604,898**	**1,688,835**	**1,735,835**
Ministry Debt Servicing Costs	43,523	41,279	41,279	38,983	36,410	33,519
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Debt Servicing Costs	43,523	41,279	41,279	38,983	36,410	33,519
Consolidated Expense	1,353,368	1,437,370	1,469,680	1,643,881	1,725,245	1,769,354
Gain (Loss) on Disposal of Capital Assets	11,183	12,409	30,402	28,135	17,781	13,234
CONSOLIDATED NET OPERATING RESULT	(1,064,184)	(1,146,203)	(1,178,284)	(1,332,805)	(1,424,998)	(1,465,427)

Solicitor General

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

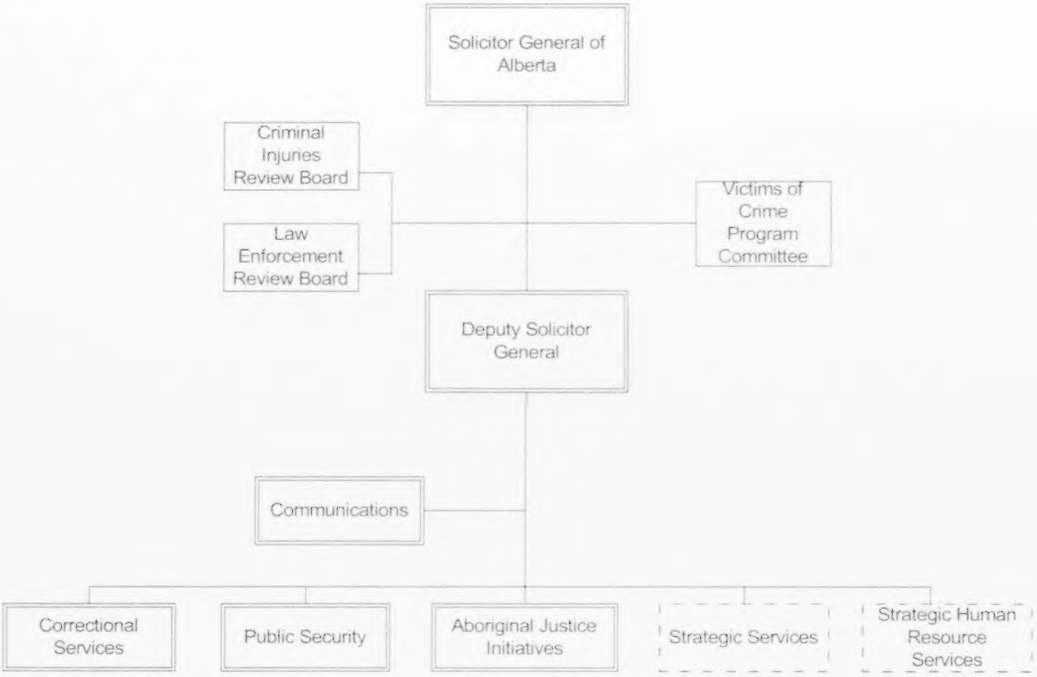
Harvey Cenaiko, *Solicitor General*
March 24, 2005

THE MINISTRY

The Ministry of Solicitor General includes the Department of Solicitor General, the Victims of Crime Fund as entities for government reporting purposes as well as the Law Enforcement Review Board, and the Criminal Injuries Review Board.

The Department of Solicitor General is comprised of two operational divisions – Correctional Services and Public Security, an Aboriginal Justice Initiatives unit, and a Communications unit. Strategic Services Division and Strategic Human Resource Services provide support to the Ministry of Solicitor General and the Ministry of Justice. A more detailed description of the Ministry can be found on our website at **http://www.solgen.gov.ab.ca/.**

Ministry Organizational Chart


Solicitor General of Alberta
Criminal Injuries Review Board
Law Enforcement Review Board
Victims of Crime Program Committee
Deputy Solicitor General
Communications
Correctional Services
Public Security
Aboriginal Justice Initiatives
Strategic Services
Strategic Human Resource Services

— indicates provides support to both Solicitor General and Justice

VISION

Ensure Albertans have safe and secure communities in which to live, work and raise their families.

MISSION

Our mission is to serve Albertans by ensuring safe and secure communities through effective policing, security and correctional services and when crime is committed to assist victims of crime.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

KEY PROVINCIAL OPPORTUNITIES FOR THE NEXT TWENTY YEARS

The Ministry is primarily linked to the fourth opportunity – Making Alberta the Best Place to Live, Work and Visit. It will focus on the continued reduction of violent crime by improving its commitment to policing, and community policing programs. The Ministry will also involve communities, along with the private sector, families, and individuals to build safer communities for Albertans. It will also continue to urge the federal government to take steps that will better protect the community from violent crimes. World events have highlighted a need to provide security from threats of a global nature. The Ministry will continue to focus on preparing for, responding to and recovering from major emergencies and disasters at the provincial and local levels.

GOVERNMENT MEDIUM-TERM STRATEGIES

The Ministry is involved in a number of initiatives involving other ministries. These include medium-term strategies that fall under two of the four areas of opportunity. Under Unleashing Innovation, the Ministry is involved in the **Rural Development Strategy**; and under Making Alberta the Best Place to Live, Work, and Visit, the Ministry is involved with the **Alberta Security and Public Safety Strategy**, the **Strategy for the Prevention of Family Violence and Bullying**, and the **Alberta Traffic Safety Plan**.

GOVERNMENT GOALS RELATING TO THE SOLICITOR GENERAL

While the Ministry's core businesses and goals align with and support a number of government goals and priorities, the Ministry plays a key role in Goal 10: *Alberta will be a fair and safe place to work, live and raise families;* Goal 6: *Albertans will be self-reliant and independent and those unable to provide for their basic needs will receive help*, and supports Goal 9: *Alberta will have strong and effective partnerships with local, provincial, national, and international governments*, and *Goal 7: the well-being and self-reliance of Aboriginal communities and people will be improved.*

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The recognition of trends, identification of new challenges, and awareness of changes in other socio-economic sectors must be considered in setting the strategic direction for the 2005-08 Solicitor General Business Plan.

Justice and Public Safety Trends

In 2003, the national crime rate increased by six per cent. Alberta's crime rate for that same year increased 7.7 per cent, with a 9.5 per cent increase in property crime and a two per cent increase in violent crime. The two per cent increase in the rate of violent crime was driven by an increase in the rate of robberies and assault while the 9.5 per cent increase in property crime resulted from a significant increase in the rate of motor vehicle theft and break-ins. Alberta's crime rate continues to be the lowest among the four western provinces.

Public safety is a key element in maintaining quality of life and preserving Canada's reputation as one of the safest and most secure countries in the world. The annual cost of crime to Canadians is estimated to range between $35 and $46 billion. The emotional costs of crime are immeasurable.

Organized Crime and Terrorism

While globalization offers enhanced opportunities, it also brings new risks, including new threats of international criminal activity and terrorism. Organized crime groups are increasingly being linked to one another and are working cooperatively. Organized crime syndicates and terrorism networks have enhanced their interconnectivity. The nature of terrorism continues to change with the erosion of national borders, the increasing ease of travel and the revolution in technology. Closer cooperation in shared threat assessments and emergency planning will help prevent potential attacks and mitigate their impact if they occur.

Illicit Drugs

Problems associated with substance abuse, production of illicit drugs and drug trafficking cause harm to individuals, families and communities. Illicit drug use and manufacturing has been identified as the precipitating factor for a variety of other types of offences being committed. Since 1989, illicit drug use for those 15 years of age and older has increased slightly across the country, and use by Albertans remains above the national average. The size, sophistication, and number of marijuana grow operations and methamphetamine production labs continue to be a serious issue.

Child Sexual Exploitation

Sexual exploitation of children, including child pornography, Internet luring and the involvement of youth in prostitution, is a global issue that victimizes a vulnerable sector of society. The Internet and related communications technologies have greatly enhanced the opportunities for perpetrators to commit sexual crimes against children and have caused the incidence of child and youth exploitation to increase.

Fraud and Identity Theft

Identity theft is the fastest growing type of fraud in the marketplace and the number one consumer complaint in North America. With advances in technology, identity theft, commonly manifested through credit and debit card fraud has become easier to commit. Public Safety and Emergency Preparedness Canada reported that in Canada, the Phonebusters National Call Centre received 7,629 complaints of identity theft in 2002 and 14,526 complaints in 2003. Estimated by the Council of Better Business Bureaus in Canada, identity theft costs $2.5 billion a year to consumers, banks, credit card firms, stores and other businesses. In terms of the impact on victims, a report prepared by the Public Interest Advocacy Centre indicates that victims of identity theft suffer financial loss, damage to their reputation, emotional distress, and are left with the complicated and sometimes arduous task of clearing their names.

Aboriginal Justice

Aboriginal people are the youngest and fastest growing population in Alberta, with one-third of the Aboriginal population 14 years of age or younger. The significant representation of Aboriginal people at all stages in the criminal justice system, both as victims and offenders, continues to be a serious concern. In 2002-03, while Aboriginal people represented only seven per cent of Alberta's population, they represented approximately one-third of the provincial youth and adult custody population in Alberta.

Family Violence

Addressing family violence is a priority for the Government of Alberta. One-quarter of all victims of violent crimes reported in Canada in 2002 were family violence related. Of those, nearly two-thirds (62 per cent) were spousal and 85 per cent of the victims were women. Alberta continues to have the highest rates of family violence in this country which results in significant costs to the criminal justice system and society as a whole. Societal recognition of the problem of domestic violence has led to an overall shift in the criminal justice system's response to violence in spousal relationships, as well as the implementations of prevention and intervention initiatives at the community level.

Traffic Safety

In 2003, there were more than 113,357 traffic collisions in Alberta. In that same year, 4.6 per cent of injury collisions and 22.3 per cent of fatal collisions in Alberta involved drivers that consumed alcohol prior to the crash. There is an increased focus on the development of enforcement tools for drug impaired driving.

Crime Prevention and Restorative Justice

There is an increasing momentum of support for crime prevention and restorative justice programming on both a provincial and national level. Alberta is renewing its Crime Prevention Strategy and Community Justice Policy to support communities in delivering initiatives that deter crime, address the root causes associated with criminal behaviour and to restore the bonds that have been broken by criminal acts between victims, offenders and the community.

STRATEGIC PRIORITIES 2005-08

Through the Ministry's review of external and internal challenges, the strategic priorities described below have been identified. These are in addition to the important ongoing core activities of the Ministry.

1. **Policing** **Linkage: Goals 1, 2, 3, and 5**	The *Government Policing Plan and Response to MLA Policing Review Committee Report* establishes a strategic vision for policing based on policing equity, provincial leadership and citizen oversight. Action on the 31 accepted recommendations will ensure this vision is achieved.
2. **Organized Crime and Terrorism** **Linkage: Goals 1 and 4**	Solicitor General will work collaboratively with police services, intelligence, prosecutions and enforcement agencies to address increasingly sophisticated organized crime operations and the threat of terrorism, and their negative social and financial consequences for Albertans.
3. **Offender Management** **Linkage: Goals 2 and 3**	Ensuring effective and efficient security and supervision of offenders enhances public safety. Changes in sentencing practices require that Solicitor General respond to new pressures, prioritizing available correctional resources and planning for future needs.
4. **Utilization of Emerging Technology** **Linkage: Goals 1, 2, 3, 4, and 5**	Solicitor General will assess the use of emerging technologies in the enhancement of existing automated systems and the development of new applications, including videoconferencing for court appearances of accused persons and witnesses, and voice, data, and radio communications.
5. **Aboriginal Initiatives** **Linkage: Goals 1, 2, and 3**	Aboriginal people are significantly represented in the criminal justice system. Solicitor General is exploring innovative options for diversion, crime prevention, culturally relevant restorative processes, as well as continuing to enhance the effectiveness of policing in First Nations communities.
6. **Crime Prevention** **Linkage: Goals 1, 2, 3, 4, and 5**	Recognizing that community involvement is an essential component to preventing crime and fostering safe environments, Solicitor General will support communities in the delivery of crime prevention and restorative justice programs.
7. **Victims of Crime** **Linkage: Goal 5**	The *Report of the Alberta Victims of Crime Consultation* establishes a vision for the development of victims programs and services for the next decade. This vision will be achieved by implementing the Report's 37 accepted recommendations.
8. **Children, Youth and Families** **Linkage: Goals 1, 2, 3, and 5**	Solicitor General is working to protect children and youth from becoming victims of crime and from being victimized by, or exposed to domestic violence. Youth are held appropriately accountable when they commit a crime and encouraged to participate in rehabilitative opportunities to reduce the risk of future offending.
9. **Traffic Safety** **Linkage: Goal 1**	Traffic safety is a vital element of safer homes and communities. Enforcement, in combination with education and awareness, is a major component of traffic safety. Solicitor General will continue to work with Infrastructure and Transportation, Justice and other involved Ministries to reduce traffic related deaths and injuries.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Policing, Crime Prevention and Response to Organized Crime

Ensuring safe communities in Alberta by ensuring adequate and effective policing, by targeting organized crime, and by developing and promoting crime prevention programs.

GOAL ONE

Ensure safe communities in Alberta

What it means The Ministry oversees policing throughout the province, provides a provincial police service, assists municipalities with their policing costs through the provision of municipal policing grants, and works with police and other agencies to develop, support or operate effective programs that specifically target organized and serious crime. Such programs include the Criminal Intelligence Service Alberta, the Integrated Response to Organized Crime Unit, the Serious and Habitual Offenders program and Amber Alert. The Ministry works with the federal government and First Nations to provide effective First Nation policing. The Ministry also works with communities and other levels of government to foster locally effective crime prevention and community safety programs, including those in Aboriginal communities and works collaboratively with communities throughout Alberta in administering community justice committees, ensuring that communities themselves have an integral role in administering the justice system and addressing crime. Collectively, these activities help to promote safety and ensure safe communities.

Strategies

1.1 Implement changes to the *Police Act* to ensure accountability and public confidence in law enforcement through citizen and government oversight, and development of timely and effective processes to investigate and resolve public complaints.

1.2 Develop a model for police funding to ensure that adequate and effective policing is maintained throughout Alberta.

1.3 Develop plans for the establishment of a Police Training College to ensure the highest standards of training for law enforcement personnel.

1.4 Conduct a comprehensive review of the roles and responsibilities of special constables in Alberta.

1.5 Conduct a comprehensive review of the private security industry in order to modernize legislation and determine how the industry can be best integrated into the overall strategy for public security.

1.6 Enhance public safety through development of a Comprehensive Court Security Strategy including courthouse perimeter security, courtroom security and video conferencing.

1.7 Together with law enforcement agencies and other government departments, ensure safer communities by furthering strategies to address the exploitation of children via the Internet and other technologies.

1.8 Work in partnership with crime prevention organizations and Aboriginal communities to foster development of safe community initiatives.

1.9 Work in partnership with other government departments and stakeholders to reduce Aboriginal suicide within the Aboriginal Youth Suicide Strategy.

1.10 Support the Youth Justice Committee program, involving interested communities in the administration of justice programs and encouraging local involvement in attempts to address crime, through the provision of financial grants and with the support and assistance of community probation offices.

1.11 Work in partnership with Children's Services to develop an integrated province-wide response to family violence and bullying.

1.12 Work with the federal government, Justice and police services to implement the National Sex Offender Registry in Alberta.

1.13 Work in partnership with other government ministries and policing communities to combat the production and distribution of crystal methamphetamines and other illicit drug use in Alberta communities.

1.14 Continue to partner with policing stakeholders including the Criminal Intelligence Service Alberta and the Integrated Response to Organized Crime Unit in supporting effective strategies to attack organized crime.

1.15 Coordinate efforts to improve the security of personal information for Albertans by establishing a cross-government committee on identity theft.

1.16 Work in partnership with Infrastructure and Transportation, Justice and other ministries to implement the approved recommendations of the *"Saving Lives on Alberta's Roads: Report and Recommendations for Traffic Collision Fatality and Injury Reduction Strategy"* report.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
1.a **Public Perception of Safety in the Home** The percentage of Albertans who feel "not at all worried" about their safety from crime when alone in their own homes.	71%	75%	75%	75%
1.b **Public Perception of Safety in the Neighbourhood** The percentage of Albertans who feel "reasonably safe" to "very safe" walking alone in their area after dark.	76%	82%	82%	82%
1.c **Victimization Rate** The percentage of Albertans who have reported being a victim of crime in the past year.	25%	24%	24%	24%
1.d **Crime Rate: Violent Crime and Property Crime** The rate (per 100,000 pop) of violent crime and property crime as reported by police.	Violent Crime 1,100 (lowest) Property Crime 5,121 (lowest)	Lowest rates of the four western provinces	Lowest rates of the four western provinces	Lowest rates of the four western provinces

Sources:
1.a Annual Public Opinion Survey
1.b Annual Public Opinion Survey
1.c Annual Public Opinion Survey
1.d Crime Statistics in Canada, Canadian Centre for Justice Statistics

Core Business Two: Custody, Supervision and Rehabilitative Opportunities for Offenders

Ensuring effective and efficient security and supervision of offenders that enhances public safety while offering offenders opportunities to become law-abiding citizens.

GOAL TWO

Ensure secure and efficient custody, community supervision and transportation of offenders

What it means By having properly trained staff, and appropriate custody and community facilities, the Ministry fulfils its legal and public safety mandate, ensuring that offenders are appropriately supervised in the community, securely held in custody environments and safely transported when necessary.

Strategies

2.1 Ensure the safety of the community through the close supervision of community and in-custody offenders in a cost effective manner.

2.2 Ensure training opportunities are provided to staff so they are best able to provide supervision to offenders.

Performance Measures	Last Actual (year)	Target 2005-06	Target 2006-07	Target 2007-08
2.a **Successful Completion of Temporary Absence Supervision** The percentage of offenders on temporary absence who do not incur a new criminal charge while under supervision.	99.9% (2003-04)	No lower than 99%	No lower than 99%	No lower than 99%
2.b **Per Diem Cost for Housing Adult Offenders in a Correctional Facility** The average cost per day to house one adult inmate in a correctional facility.	$101.51 - the second lowest cost per diem per offender in Canada (2002-03)	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada	To be among the four jurisdictions that have the lowest cost per diem per offender in Canada
2.c **Number of Escape Incidents from Secure Custody or during Transport** The number of escape incidents from secure custody (within a correctional facility) or under escort.	0 (2003-04)	0	0	0

Sources:

2.a Administrative data, Correctional Services Division

2.b Canadian Centre for Justice Statistics, Adult Correctional Services in Canada 2002-03

2.c Administrative data, Correctional Services and Public Security Divisions

OAL THREE 3 Facilitate the rehabilitation of offenders

What it means The Ministry provides a variety of rehabilitative services to offenders subject to court order. Together with general mental health services including one-on-one, and group counseling, the Ministry provides specialized programing for serious impaired drivers, individuals involved in prostitution and facilitates sex offender treatment. Education upgrading, life-skills and other skills training programs are also provided together with anger management training, substance abuse awareness and spiritual programming. Work programs provide offenders the opportunity to complete constructive work activity and acquire new skills while transition programs help offenders prepare for release. For offenders under supervision in the community, the department delivers or ensures that offenders are referred to programs and services as ordered by the court. While the onus for change rests with the individual, it is believed that the change process can be facilitated through providing offenders with assistance and opportunities that promote positive and productive behaviours.

Strategies

3.1 Evaluate the Edmonton-based youth mental health/addictions program (Bridges Program) and work with partners to ensure that provincial supports for youth in transition are comprehensive, integrated and effective.

3.2 Support the operation and further development of offender-focused domestic violence education and treatment programs in Alberta with the Alberta Mental Health Board, other ministries, and stakeholders.

3.3 Ensure appropriate strategies are in place to effectively manage and meet the needs of Fetal Alcohol Spectrum Disorder (FASD) affected offenders and that staff in the provincial correctional system have access to the information needed to facilitate the appropriate supervision of FASD offenders.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a **Outcome of Correctional Sanctions: Successful Completion of Young Offender Probation Dispositions** The percentage of supervision cases that were successfully completed.	59%	62%	62%	62%
3.b **Outcome of Correctional Sanctions: Successful Completion of Adult Probation Sentences** The percentage of supervision cases that were successfully completed.	63%	65%	65%	65%
3.c **Percent of Offenders Involved in Work, Education, Treatment or Life Management Programs** The percentage of incarcerated offenders involved in provincial work, education and life management programs.	89%	85%	85%	85%
3.d **Number of hours of community service** The number of hours of community service performed by offenders in custody who are housed in centres, camps and group homes, and by offenders serving their sentences in the community.	819,788	775,000	775,000	775,000

Source:
Administrative data, Correctional Services Division

Core Business Three: Security Services

Ensuring safe communities in Alberta by providing security services to government officials, personnel, and the judiciary. Maintaining the capability to anticipate and respond to changes in terrorism threat levels through the intelligence driven responses of the Criminal Intelligence Service Alberta, and the Security and Information Management Unit.

GOAL FOUR 4

Ensure the safety of Albertans by providing government security services and crisis management planning

What it means World events have highlighted a need to provide security from threats of a global nature in addition to domestic threats. The Ministry will continue the development of a world-class security and emergency preparedness framework for the province. The Ministry is responsible for security of government officials, property and operations, including court and legislative security. It is also responsible for counter-terrorism intelligence and crisis management planning in coordination with federal, provincial, municipal and industry partners and stakeholders.

Strategies

4.1 Enhance security information communication channels and security risk awareness in the province.

4.2 Develop and implement counter-terrorism strategies in cooperation with the Alberta law enforcement and intelligence community, private and public sector organizations, and their national and international counterparts.

4.3 Work with our government partners, plan and conduct security audits of government owned and leased facilities.

4.4 In consultation with federal and provincial partners determine the terrorism threat level in Alberta and where appropriate, distribute the information through Alberta's Emergency Notification System to key personnel in emergency management.

Performance Measure	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a **Stakeholder Satisfaction with Services of the Security and Information Management Unit (SIM)** The percentage of SIM Unit clients who feel satisfied, overall, with the services or information they have received from the SIM Unit in the past 12 months.	87%	87%	87%	87%

Source:

4.a Client Satisfaction Survey-Public Security Division

Core Business Four: Victims Programs and Services

Ensuring victims are treated with dignity and respect and that they receive information about programs and services, assistance during the criminal justice process, and that eligible victims promptly receive financial benefits.

GOAL FIVE 5

Provide services to victims and ensure they have a more meaningful role in the criminal justice system

What it means Solicitor General ensures that eligible victims of crime receive prompt financial benefits and assists community groups and organizations to establish programs and initiatives that meet the needs of victims of crime. The Financial Benefits Program assists direct victims of violent crime by providing one-time payments to victims that are based on the injuries they received. The Victims Grant Program provides grants to eligible groups and organizations that provide programs and projects that benefit victims of crime.

Strategies

5.1 Implement the government-accepted recommendations of the MLA *Report of the Victims of Crime Consultation* that relate specifically to the Solicitor General over the next several years. This report provides a 10-year vision for the development of programs and services for victims of crime and provides recommendations for the achievement of that vision. The strategy includes plans to:

- Increase financial support to organizations delivering services to victims of crime;
- Develop an awareness campaign to ensure Albertans' knowledge of victims programs and services;
- Amend the *Victims of Crime Act* to include the *Canadian Statement of Basic Principles of Justice for Victims of Crime, 2003*;
- Support the expansion of training initiatives for those who work with victims of crime; and
- Increase the financial support for programs that assist victims of crime with unique needs, including Aboriginal people and communities.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a **Satisfaction with Services Provided to Applicants for Victim Financial Benefits** Satisfaction rate (based on a five-point rating scale) with services provided to applicants for victim financial benefits.	3.99	4.00	4.00	4.00
5.b **Access to Victim Service Units** Percentage of Alberta police services or RCMP detachments that have, or have access to, a victim service unit.	96%	97%	97%	97%

Sources:

5.a Client Satisfaction Survey, Public Security Division

5.b Administrative data, Public Security Division

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Policing, Crime Prevention and Response to Organized Crime	119,891	181,543	184,578	215,324	235,996	245,875
Custody, Supervision and Rehabilitative Opportunities for Offenders	134,133	135,542	141,730	151,264	153,256	154,822
Security Services	16,113	16,644	17,091	23,303	25,338	27,405
Victims Programs and Services	12,839	12,417	15,424	15,348	16,600	16,130
MINISTRY EXPENSE	282,976	346,146	358,823	405,239	431,190	444,232

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Transfers from Government of Canada	22,498	22,118	22,118	21,657	21,657	21,657
Investment Income	287	200	200	275	275	275
Premiums, Fees and Licences	349	350	350	350	350	350
Other Revenue	18,139	17,945	17,945	18,340	18,340	18,340
MINISTRY REVENUE	41,273	40,613	40,613	40,622	40,622	40,622
EXPENSE						
Program						
Ministry Support Services	11,369	12,391	12,808	14,509	14,787	15,088
Public Security	130,161	191,054	194,433	230,044	252,331	263,958
Correctional Services	128,371	130,664	136,645	145,823	147,976	149,540
Victims of Crime Fund	11,970	11,770	14,670	14,596	15,829	15,379
Valuation Adjustments and Other Provisions	1,105	267	267	267	267	267
MINISTRY EXPENSE	282,976	346,146	358,823	405,239	431,190	444,232
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(241,703)	(305,533)	(318,210)	(364,617)	(390,568)	(403,610)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	41,273	40,613	40,613	40,622	40,622	40,622
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	41,273	40,613	40,613	40,622	40,622	40,622
Ministry Program Expense	282,976	346,146	358,823	405,239	431,190	444,232
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**282,976**	**346,146**	**358,823**	**405,239**	**431,190**	**444,232**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(241,703)	(305,533)	(318,210)	(364,617)	(390,568)	(403,610)

Sustainable Resource Development

BUSINESS PLAN 2005-08

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2005 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 21, 2005 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

David Coutts, *Minister of Sustainable Resource Development*
March 24, 2005

THE MINISTRY

The Ministry of Sustainable Resource Development consists of the Department of Sustainable Resource Development (SRD), the Natural Resources Conservation Board (NRCB), the Surface Rights Board (SRB), the Land Compensation Board (LCB) and the Environmental Protection and Enhancement Fund (EPEF). Working with other ministries, and within a strategic framework defined by 11 Acts and associated regulations, the Ministry provides leadership on integrated resource policy, resource allocation, and resource stewardship and assurance. The Ministry strives to achieve balance among differing uses and advance a consensus-based approach to meet the current needs without compromising resource use by future generations. As the primary manager of public lands, the Ministry works with industry sectors, communities, and other stakeholders to provide opportunities that support prosperity. As stewards, the Ministry promotes respectful use of the province's natural resources through partnerships with resource users.

VISION

Alberta's public lands and natural resources (forests, rangelands, fish and wildlife) are managed within a policy, administrative and regulatory framework that benefits both present and future Albertans.

MISSION

To ensure the benefits Albertans receive from Alberta's public lands and natural resources (forests, rangelands, fish and wildlife) are achieved in a manner that is sustainable, equitable, responsible and in the public interest.

LINKS TO THE GOVERNMENT BUSINESS PLAN

20-year Strategic Plan	• Unleashing Innovation • Competing in a Global Marketplace • Making Alberta the Best Place to Live, Work and Visit
Medium-Term Strategies	• Climate Change Strategy • Rural Development Strategy • Sustainable Resource and Environmental Management Framework • Alberta Biodiversity Strategy • Water for Life: Alberta's Strategy for Sustainability • Integrated Land Management Program: A Strategy to Deliver Sustainability on Public Land • Land Use Framework
Cross-Ministry Initiatives	• Aboriginal Policy Initiative • Economic Development and Innovation Initiative
2005-08 Government of Alberta Business Plan goals	• Goal 1 - Alberta will have a diversified and prosperous economy • Goal 3 - Alberta's international competitiveness will be enhanced • Goal 10 - Alberta will be a fair and safe place to work, live and raise families • Goal 11 - The high quality of Alberta's environment will be sustained.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Maintaining Alberta's dynamic economy over the long-term is the direct result of the sustainable management of the province's natural resources. This management requires both balance and setting priorities among the environmental, economic and social benefits that Albertans receive from these resources. Viewing natural resources and environment as interrelated parts of a system is key to achieving success in sustainable resource management. Challenges and opportunities influencing the strategic direction of the Ministry include:

- **Industrial Footprint, Access Management, and Differing Uses:** Resource development will continue to be an important part of the Alberta economy into the foreseeable future. Many sectors (oil and gas, forestry, agriculture, tourism) require access to public land and associated natural resources to support their economic viability and growth. At the same time, the public has an interest in accessing public land for recreational uses (such as fishing and hunting) and a spectrum of non-consumptive activities. Current growth trends in these sectors, and in Alberta's population, put considerable pressures on these public resources, challenging the Ministry's ability to reach and support informed, integrated resource management decisions.
- **Resource Management:** Export-reliant economies that depend on natural resource industries require regulatory regimes that support sustainable resource management to ensure reliable market access. A significant trend from the marketplace has been the requirement for resource industries to demonstrate the sustainability of their business practices. Within the forest sector, this trend has translated into requirements for certification that demonstrates

sustainable forest management practices. A challenge for the Ministry is to ensure that its policy, legislative and regulatory frameworks support and facilitate progress towards sustainable resource management.

- **Climate Variability:** The Ministry faces challenges arising from natural phenomena, such as climate variability. Recent years have seen significantly milder winters and lower precipitation, resulting in drought, extreme fire seasons, and pest outbreaks – such as spruce budworm, mountain pine beetle and grasshoppers. These natural challenges highlight the need for the Ministry to have regulatory practices that are responsive and adaptive to changing environmental conditions.
- **Habitat Change and Habitat Loss:** The loss or alteration of fish and wildlife habitat on private lands can lead to lost economic opportunities and soil or water conservation problems. The Ministry is continuing to take a leadership role in informing and engaging private land managers, conservation organizations, and landowners in the field of conservation principles, priorities and programs.

Arising from these challenges are significant opportunities to provide leadership in leveraging Alberta's natural resources as key assets that support communities, the resource economy and environmental goods and services. Opportunities that will be explored in the 2005-08 business cycle include:

- Integrated resource management approaches that minimize industrial footprint on the landscape, support future resource-based opportunities and maintain ecological integrity and biodiversity;
- Regulatory approaches that incorporate both consumptive and non-consumptive resource activities;
- Forest management practices that improve forest productivity, incorporate natural disturbance characteristics, improve forest fuel management and foster value-added industries;
- Information systems and methodologies that support integrated resource decision-making and stewardship reporting; and
- Public education and outreach programs that provide Alberta's youth, educators, resource sector clients, the media and the general public with information on sustainable and responsible resource management and use practices, department programs and changes in legislative requirements.

STRATEGIC PRIORITIES 2005-08

In response to the significant opportunities and challenges, the Ministry will be pursuing several strategic priorities over the course of the business-planning period. These priorities are in addition to the important ongoing core activities of the Ministry.

1. **Regulatory Streamlining** **Linkage: Goals 2, 5 and 6**	• Improve the efficiency of Alberta's energy, environmental and resource management regulatory systems while enabling economic growth and ensuring environmental quality, in cooperation with the Ministries of Environment and Energy.
2. **Forest Sustainability** **Linkage: Goal 2**	• Improve Alberta's forest policy, legislative and regulatory framework to address sustainable forest management issues while enabling an Alberta resolution of softwood lumber trade issues, in partnership with International and Intergovernmental Relations.
3. **Aboriginal Consultation** **Linkage: Goals 2, 3, 4 and 5**	• Improve resource management decision-making by ensuring resource development on Alberta's public land incorporates effective consultation practices, in cooperation with industry and other relevant ministries, as represented by the cross-ministry Aboriginal Policy Initiative.

4. **Biodiversity Strategy** **Linkage: Goal 3**	• Maintain Alberta's natural advantage through the development of an Alberta approach to biodiversity and endangered species management.
5. **Water for Life: Alberta's Strategy for Sustainability** **Linkage: Goals 2, 3, 4 and 5**	• Improve the Ministry's ability to maintain and protect the province's aquatic ecosystems by delivering the Ministry's commitment to Water for Life: Alberta's Strategy for Sustainability.
6. **Land Use Framework** **Linkage: Goals 2, 3, 4 and 5**	• Develop a provincial land use framework that ensures the effective use of the province's land base through the acknowledgment of the diverse landscape and the trade-offs related to its potential uses.
7. **Integrated Land Management Program** **Linkage: Goal 5**	• Develop and implement policies, guidelines and practices that work towards minimizing the industrial, commercial and recreational footprint on public lands.
8. **Resource Information Systems** **Linkage: Goals 2, 3, 4 and 5**	• Integrate environmental and resource information systems to enable easy access to data and information required across government, by industry and stakeholders, and by the public.
9. **FireSmart** **Linkage: Goal 1**	• Reduce the risk and damage caused by wildfires by incorporating FireSmart practices and principles in cooperation with the public, industry and local governments.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

The Department of Sustainable Resource Development delivers the core businesses of Wildfire Management, and Natural Resource and Public Land Management through four line divisions: Forest Protection, Fish and Wildlife, Public Lands and Forests and Strategic Forestry Initiatives, with support from Strategic Corporate Services, Policy and Planning, Human Resources and Communications.

Core Business 1, Wildfire Management, protects the multiple benefits received from forests within the Forest Protection Area of the province by working cooperatively with municipalities, industry and other stakeholders; supporting outreach programs that promote responsible forest management; and using the best science and technology available to prevent and suppress wildfires.

Core Business 2, Natural Resource and Public Land Management, integrates leading planning and management practices to develop common goals for ecological systems that cross multiple stakeholders and demands. This "place based" stewardship approach to natural resources management combines the efforts of all divisions toward achieving the goal of sustaining Alberta's natural resources.

Core Business 3, Land, Access and Compensation Boards, is the purview of the Ministry's three boards, which are guided by specific legislation that provide the boards with their mandates. While these boards report to the Minister of Sustainable Resource Development, they make their formal decisions independently, in accordance with these statutes. The Natural Resources Conservation Board conducts independent public reviews of projects that may affect the natural resources of

Alberta. In 2002, the NRCB also received responsibility for regulating new or expanding confined feeding operations. The Surface Rights Board conducts hearings when an operator and a landowner or an occupant fail to reach an agreement regarding entry or compensation related to resource activity on privately owned or occupied public lands. The Land Compensation Board is responsible for policies and procedures for situations where a landowner's property is expropriated by a public authority.

The Ministry manages its core businesses through a performance management framework that demonstrates the relationship among desired impacts, inputs, core businesses, outputs and outcomes. Figure 2 summarizes this framework and reflects the current status of its development. The development of the performance management framework will continue as the Ministry explores and develops appropriate performance measures.

Figure 2: Ministry of Sustainable Resource Development Performance Management Framework – *linking what we do to why we do it.*

Inputs	Core Business/ Processes →	Outputs →	Outcomes →	Impacts
Knowledge	1. Wildfire Management	• Losses from wildfires within the Forest Protection Area are minimized through: • Prevention • Rapid detection • Early response • Containment and suppression	• Alberta's forests and forest communities are protected from wildfire. • Human-caused wildfire starts do not increase, despite population growth, urban encroachment and increasing wildfire start potential in the Forest Protection Area.	The sustained contribution of benefits to Albertans from Alberta's public land and natural resources.
Financial Resources	2. Natural Resource and Public Land Management	• Alberta's forests are managed and used in a sustainable manner. • Alberta's public forests and forest lands are allocated through appropriate assessment of resources. • Albertans receive an economic return from Alberta's forests consistent with the valuation of the resources. • Alberta's wild species are managed to sustain healthy, viable populations. • Alberta's wild species are managed to provide benefits to Albertans. • Public rangeland resources are used in a sustainable manner. • Alberta's public rangeland resources are allocated. • The use and disposition of Alberta's public lands are managed in a sustainable manner.	Alberta has a natural resource policy and decision-making system that: • provides the opportunities for natural resource industries (e.g., forestry, oil and gas, recreation, agriculture, etc.), communities and other stakeholders to prosper; • strikes a balance between the current usage demands on public lands while sustaining the value of the province's resources in the future; • ensures the ecological integrity of the natural landscapes and wild species; and • advocates the respectful use of the province's natural resources through partnerships with other ministries, governments and the private sector.	
Natural Resources	3. Land, Access and Compensation Boards	• Decisions affecting Alberta's natural resources are in the public interest and are timely. • Development of Alberta's confined feeding industry meets regulatory requirements and is consistent with Albertans' interests. • Sound decisions on surface access. • Sound decisions on compensation for expropriation.	• Natural resource development projects and confined feeding operations respect the balance of social, economic and environmental interests of Albertans. • Fair access to private and public land for energy and oil and gas industry activities, and compensation to land owners.	

Client and Stakeholder Feedback

Alberta. In 2002, the NRCB also received responsibility for regulating new or expanding confined feeding operations. The Surface Rights Board conducts hearings when an operator and a landowner or an occupant fail to reach an agreement regarding entry or compensation related to resource activity on privately owned or occupied public lands. The Land Compensation Board is responsible for policies and procedures for situations where a landowner's property is expropriated by a public authority.

The Ministry manages its core businesses through a performance management framework that demonstrates the relationship among desired impacts, inputs, core businesses, outputs and outcomes. Figure 2 summarizes this framework and reflects the current status of its development. The development of the performance management framework will continue as the Ministry explores and develops appropriate performance measures.

Figure 2: Ministry of Sustainable Resource Development Performance Management Framework – *linking what we do to why we do it.*

Inputs	Core Business/ Processes ⟶	Outputs ⟶	Outcomes ⟶	Impacts
Knowledge	1. Wildfire Management	• Losses from wildfires within the Forest Protection Area are minimized through: • Prevention • Rapid detection • Early response • Containment and suppression	• Alberta's forests and forest communities are protected from wildfire. • Human-caused wildfire starts do not increase, despite population growth, urban encroachment and increasing wildfire start potential in the Forest Protection Area.	The sustained contribution of benefits to Albertans from Alberta's public land and natural resources.
Financial Resources	2. Natural Resource and Public Land Management	• Alberta's forests are managed and used in a sustainable manner. • Alberta's public forests and forest lands are allocated through appropriate assessment of resources. • Albertans receive an economic return from Alberta's forests consistent with the valuation of the resources. • Alberta's wild species are managed to sustain healthy, viable populations. • Alberta's wild species are managed to provide benefits to Albertans. • Public rangeland resources are used in a sustainable manner. • Alberta's public rangeland resources are allocated. • The use and reservation of Alberta's public lands are managed in a sustainable manner.	Alberta has a natural resource policy and decision-making system that: • provides the opportunities for natural resource industries (e.g., forestry, oil and gas, recreation, agriculture, etc.), communities and other stakeholders to prosper; • strikes a balance between the current usage demands on public lands while sustaining the value of the province's resources in the future; • ensures the ecological integrity of the natural landscapes and wild species; and • advocates the respectful use of the province's natural resources through partnerships with other ministries, governments and the private sector.	
Natural Resources	3. Land, Access and Compensation Boards	• Decisions affecting Alberta's natural resources are in the public interest and are timely. • Development of Alberta's confined feeding industry meets regulatory requirements and is consistent with Albertans' interests. • Sound decisions on surface access. • Sound decisions on compensation for expropriation.	• Natural resource development projects and confined feeding operations respect the balance of social, economic and environmental interests of Albertans. • Fair access to private and public land for energy and oil and gas industry activities and compensation to land owners.	

⟵ **Client and Stakeholder Feedback** ⟶

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Wildfire Management

GOAL ONE

Alberta's forests and forest communities are protected from wildfires

What it means Wildfire Management protects the multiple benefits received from forests within the Forest Protection Area of the province by working cooperatively with municipalites, industry, and other stakeholders; supporting outreach programs that promote responsible forest management; and using the best science and technology available to prevent and suppress wildfires.

Strategies

1.1 Provide a preparedness framework that enables the Province to respond to wildfires in the Forest Protection Area of the province. Key elements of the framework include effective policies, readiness/training, prevention, detection and early response.

1.2 Reduce the risk and damage caused by wildfires by incorporating FireSmart practices and principles in cooperation with the public, industry and local governments.

1.3 Respond to wildfires through a management regime that quickly contains and suppresses wildfires within the Forest Protection Area to minimize related losses.

1.4 Reduce the economic burden of wildfires on communities and their residents by implementing the Municipal Wildfire Assistance Program in partnership with Municipal Affairs.

Performance Measures[1]	Last Actual (2003)	Target 2005-06	Target 2006-07	Target 2007-08
1.a **Prevention**[2,3]				
Number of human-caused fires	490	<650	<650	<650
Number of industry-caused fires	112	<100	<100	<100
1.b **Detection**				
Wildfires detected at 0.1 hectares or less in size:				
By Lookout Towers	93%	85%	85%	85%
By Air	83%	85%	85%	85%
Detected wildfires reported within 5 minutes or less:				
By Lookout Towers	98%	90%	90%	90%
By Air	100%	90%	90%	90%
1.c **Response**				
Wildfires actioned before they reach 2.0 hectares or less in size	93%	90%	90%	90%
1.d **Containment and Suppression**				
Wildfires contained at 4.0 hectares or less in size	95%	90%	90%	90%
Wildfires contained within the first burning period	96%	85%	85%	85%

---

[1] Performance data based on wildfires occurring between April 1 and October 31 in the Forest Protection Area.

[2] Actual and target measures have been restated based on the Canadian Interagency Forest Fire Centre definition of wildfire: an unplanned or unwanted natural or human-caused fire.

[3] Performance measure under review.

Core Business Two: Natural Resource and Public Land Management

GOAL TWO

The values Albertans receive from forests and forest landscapes are sustained and enhanced for future generations

What it means Alberta's public forests and forest lands are managed in a manner that supports opportunities to sustain or enhance forest productivity, respects other non-timber values from forested landscapes, and ensures Albertans receive an economic return from the province's forests.

Strategies

2.1 Provide a clear, balanced approach to forest and forest landscape management through a policy, legislative and regulatory framework that optimizes the benefits Albertans receive from forests and forest lands.

2.2 Manage infestations of insect, disease and weed pests in Alberta's forests through effective detection and management strategies that recognize shared responsibility with industry, municipal and federal governments.

2.3 Ensure sustainable forest management through adaptive forest management planning and practices by government and industry, coupled with appropriate compliance, assurance and reporting mechanisms.

2.4 Support the forest industry with increasing knowledge and research capacity required to expand opportunities for value added processing.

2.5 Partner with International and Intergovernmental Relations and other jurisdictions to work towards a resolution for the softwood lumber trade dispute.

2.6 Ensure Albertans receive an economic return for use of fibre produced on forested public lands that is consistent with the valuation of the resources.

Performance Measures	**Last Actual (2003-04)**	**Target 2005-06**	**Target 2006-07**	**Target 2007-08**
2.a **Timber Allocation**[1]				
Annual allowable cut (in million cubic metres)	24	Harvest does not exceed		
Harvest (in million cubic metres)	18	Annual Allowable Cut		
2.b **Forest Sustainability**[2]				
Average age of approved forest management plans	6 years	≤8 years	≤8 years	≤8 years
Reforestation rate in harvested areas	n/a	>80%	>80%	>80%

[1] Data for 2003-04 calculated as a five year rolling average.

[2] New measure. Preliminary data and methodology has not been audited and is subject to change pending a review by the Office of the Auditor General.

GOAL THREE

The values Albertans receive from wild species are sustained and enhanced for future generations

What it means Alberta's wild species are managed and used in a manner that optimizes the environmental, social, and economic benefits that Albertans receive from these resources, while ensuring they are sustained for future generations.

Strategies

3.1 Provide a clear, balanced approach to fish and wildlife management through a policy, legislative and regulatory framework that optimizes the benefits Albertans receive from these resources.

3.2 Ensure that wild species are sustained for future generations by encouraging land managers to conserve habitat; maintaining up-to-date management plans; and implementing species-at-risk initiatives through expanded partnerships with conservation agencies, industries, government and academia.

3.3 Maintain high levels of compliance with fish and wildlife legislation by delivering appropriate public education and outreach, prevention, and enforcement programs; monitoring the use of fish and wildlife resources; and ensuring timely and effective responses to non-compliance.

3.4 Ensure Albertans receive economic and social benefits from hunting, fishing, trapping and non-consumptive uses of wild species.

3.5 Maintain a sustainable commercial fishery through the delivery of the commercial fisheries buyout program.

3.6 Improve the fisheries management and delivery system.

3.7 Minimize human-wildlife conflicts resulting in threats to human safety or property damage by providing assistance and information to landowners and the general public.

3.8 Detect, diminish and manage threats from wildlife diseases and invasive alien species through collaborative mechanisms with appropriate stakeholders.

3.9 Create an Alberta approach to biodiversity, which includes developing an Alberta Biodiversity Strategy and exploring a biodiversity monitoring system for Alberta.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
3.a **Healthy Sustainable Wildlife Populations**[1] Species populations are sustained	n/a	>95%	>95%	>95%
3.b **Benefits from Wild Species**[1, 2] Albertans who reported watching and enjoying wildlife (millions)	1.1	1.1	1.1	1.1

---

[1] New measure. Preliminary data and methodology has not been audited and is subject to change pending a review by the Office of the Auditor General.

[2] Focus Alberta 2004 survey.

GOAL FOUR 4

The values Albertans receive from rangelands are sustained and enhanced for future generations

What it means Alberta's public rangeland resources are allocated and managed to maximize their multiple uses, while ensuring the rangeland remains healthy for the future.

Strategies

4.1 Provide a clear, balanced approach to rangeland management through a policy, legislative and regulatory framework that optimizes the long-term environmental, social, and economic benefits that Albertans receive from these resources.

4.2 Ensure that Alberta's livestock industry has access to long-term, secure public rangeland grazing.

4.3 Support sustainable range management practices and decisions through coordinated inventories, knowledge transfer and applied research programs.

4.4 Encourage good stewardship practices by Albertans through monitoring utilization of public rangelands and providing appropriate public education and outreach.

4.5 Manage public rangelands in a manner that supports the co-existence of multiple uses and resource values.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
4.a **Public Rangeland Allocation** Animal unit months allocated (millions)	1.7	1.6	1.6	1.6
4.b **Rangeland Sustainability** Rangeland leases are in good standing	93%	90%	90%	90%

GOAL FIVE

The values Albertans receive from public lands are sustained and enhanced for future generations

What it means Alberta's public lands are managed to optimize their current and long-term economic, environmental and social values within the context of sound resource management decision-making.

Strategies

5.1 Provide an integrated, balanced approach to land use through a land management policy, legislative and regulatory framework that optimizes the benefits Albertans receive from public lands.

5.2 Develop and implement policies, guidelines and practices that integrate land use planning and mitigate the footprint of industrial and commercial development on public land.

5.3 Deliver clear, effective and efficient business processes that enable growth of tourism activities on public lands.

5.4 Encourage leading practices in stewardship on Alberta's public lands by Albertans through education, outreach and monitoring.

5.5 Ensure dispositions for the use of public lands are issued in a timely, effective manner with the appropriate and relevant conditions.

5.6 Monitor existing dispositions to ensure the sustainability of public resources for other users.

5.7 Provide an efficient and effective information management system for dispositions on public lands.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
5.a **Industrial Disposition Planning** Active oil and gas industrial dispositions subject to long term plans	19%	35%	35%	35%
5.b **Timely, Efficient Disposition Decisions** Average number of working days for completion of industrial dispositions	20	<20	<20	<20
Average number of working days for completion of geophysical approvals	5.8	<10	<10	<10

CORE BUSINESS THREE: Land, Access and Compensation Boards

GOAL SIX 6

Timely and impartial decisions on resource development and Confined Feeding Operations are made in the public interest

What it means

The **Natural Resources Conservation Board**, through the *Natural Resources Conservation Board Act* (NRCBA), ensures that where development occurs, it is within the overall public interest having considered the economic, social and environmental impacts of proposed projects. Project reviews include proposed forest, recreation, tourism, mining and water management developments. The board is also accountable to the Minister of Agriculture, Food and Rural Development in the regulation of Alberta's confined feeding industry, consistent with regulations prescribed under the *Agricultural Operations Practices Act* (AOPA).

The **Surface Rights Board** is an arbitration board authorized to allow entry on private and public land for energy activities. The board also sets the compensation payable by the energy company to the persons affected by the entry.

The **Land Compensation Board** is an arbitration board authorized to determine the amount of compensation payable to a landowner or a tenant whose land is taken by an authority such as a municipality or the province for public works or projects.

Strategies

Natural Resources Conservation Board

6.1 Develop strategies to ensure NRCB resources are available to undertake NRCBA reviews in a timely fashion.

6.2 Enhance communication processes to ensure directly affected parties and participants understand the review process in order to improve process efficiency.

6.3 Improve the hearing process through solicited feedback from both staff and participants.

Confined Feeding Operations

6.4 Streamline the application process by clarifying information requirements and improving information gathering methods.

6.5 Investigate all complaints in a thorough and timely manner, with priority given to complaints where there is potential non-compliance issues and/or environmental risk.

6.6 Use facilitation or mediation to assist parties in resolving issues and to improve operator and neighbour relations in problem areas.

6.7 Enhance stakeholder communication initiatives to improve awareness of regulations, increase overall compliance, and reduce the number of confined feeding operations having unacceptable impacts on their neighbours and the environment.

Surface Rights and Land Compensation Management

6.8 Issue Right of Entry Orders to energy companies permitting activity on private or public lands.

6.9 Determine compensation for right of entry and review compensation throughout lifetime of the energy activity.

6.10 Settle disputes and determine compensation for damages arising from energy activities.

6.11 Recommend payment of compensation to landowner where the operator defaults.

Land Compensation Board

6.12 Assess compensation amounts payable to landowners.

6.13 Enhance public awareness and openness of board proceedings by developing an information website and on-line access to board decisions.

Performance Measures	Last Actual (2003-04)	Target 2005-06	Target 2006-07	Target 2007-08
6.a **Natural Resources Conservation Board**				
NRCBA Reviews Average working days from the completion of the record to decision release[1]	n/a	100% of decisions within 80 days	100% of decisions within 75 days	100% of decisions within 75 days
AOPA Applications Average days to issue a decision on a technically complete file (all application requirements met)[2]	n/a	85% of decisions within 22 days	90% of decisions within 21 days	95% of decisions within 20 days
AOPA Compliance Percentage of complaint files resolved or requiring no further action within 90 days[2]	n/a	80%	90%	100%
6.b **Surface Rights Board** Appeals on decisions issued by the Surface Rights Board upheld by the Courts[2]	100%	100%	100%	100%
6.c **Land Compensation Board** Appeals on decisions issued by the Land Compensation Board upheld by the Courts[2]	100%	100%	100%	100%

[1] No NRCBA reviews held in 2003-04.

[2] New measure. Preliminary data and methodology has not been audited and is subject to change pending a review by the Office of the Auditor General.

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Wildfire Management	208,991	78,300	202,300	79,590	79,720	79,850
Natural Resource and Public Land Management	107,890	117,738	118,138	136,754	139,819	141,082
Land, Access and Compensation Boards	7,918	8,635	8,635	8,873	8,688	8,688
Environment Statutory Programs	2,362	5,005	5,005	4,925	3,725	2,675
MINISTRY EXPENSE	327,161	209,678	334,078	230,142	231,952	232,295

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
REVENUE						
Transfers from Government of Canada	3,624	3,258	3,258	3,658	3,258	3,258
Investment Income	2,744	4,860	2,560	3,885	3,980	3,975
Premiums, Fees and Licences	172,117	115,299	156,043	142,117	115,517	168,317
Other Revenue	6,212	6,031	6,031	6,291	5,098	4,046
MINISTRY REVENUE	184,697	129,448	167,892	155,951	127,853	179,596
EXPENSE						
Program						
Wildfire Management	205,814	74,788	198,788	75,829	75,955	76,081
Natural Resource and Public Land Management	103,679	113,083	113,483	131,769	134,828	136,085
Land, Access and Compensation Boards	7,918	8,635	8,635	8,873	8,688	8,688
Ministry Support Services	6,727	7,112	7,112	7,691	7,701	7,711
Environment Statutory Programs	2,362	5,005	5,005	4,925	3,725	2,675
Valuation Adjustments and Other Provisions	661	1,055	1,055	1,055	1,055	1,055
MINISTRY EXPENSE	327,161	209,678	334,078	230,142	231,952	232,295
Gain (Loss) on Disposal and Write Down of Capital Assets	656	4,000	4,000	4,000	4,000	4,000
NET OPERATING RESULT	(141,808)	(76,230)	(162,186)	(70,191)	(100,099)	(48,699)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Ministry Revenue	184,697	129,448	167,892	155,951	127,853	179,596
Inter-ministry consolidation adjustments	(40)	-	-	-	-	-
Consolidated Revenue	184,657	129,448	167,892	155,951	127,853	179,596
Ministry Expense	327,161	209,678	334,078	230,142	231,952	232,295
Inter-ministry consolidation adjustments	(2,402)	(5,005)	(5,005)	(4,925)	(3,725)	(2,675)
Consolidated Program Expense	**324,759**	**204,673**	**329,073**	**225,217**	**228,227**	**229,620**
Gain (Loss) on Disposal and Write Down of Capital Assets	656	4,000	4,000	4,000	4,000	4,000
CONSOLIDATED NET OPERATING RESULT	(139,446)	(71,225)	(157,181)	(65,266)	(96,374)	(46,024)

CAPITAL INVESTMENT BY PROGRAM

(thousands of dollars)

	Comparable 2003-04 Actual	Comparable 2004-05 Budget	Comparable 2004-05 Forecast	2005-06 Estimates	2006-07 Target	2007-08 Target
Wildfire Management	17,141	7,382	9,715	24,753	27,453	27,453
Natural Resource and Public Land Management	834	3,265	3,265	3,324	3,224	3,224
Land, Access and Compensation Boards	60	17	17	17	17	17
Ministry Support Services	-	100	100	100	100	100
MINISTRY CAPITAL INVESTMENT	18,035	10,764	13,097	28,194	30,794	30,794

Alberta Heritage Savings Trust Fund

BUSINESS PLAN 2005-08

TABLE OF CONTENTS

Introduction 425

Mission 425

Background and Fiscal Context 425

Heritage Fund Structure and Investment Objective 426

Goals, Investment Strategies, Outcomes and Performance Measures 426

Risks to Goals, Investment Strategies, Outcomes and Performance Measures 429

Accountability to Albertans 430

Management and Accountability 431

Income and Expenses 431

Risks to the Investment Income Forecast 433

Expense Forecast 433

Appendices

A: Description of Benchmark Indices for the Heritage Fund 434
B: Business Plan Performance 435
C: Glossary 436

The Business Plan was reviewed and approved by Treasury Board on February 18, 2005, and by the Legislature's Standing Committee on the Alberta Heritage Savings Trust Fund on March 14, 2005.

INTRODUCTION

This is the ninth business plan for the Alberta Heritage Savings Trust Fund (Heritage Fund), which amends the previous business plans and incorporates updated financial information and income forecasts. The plan sets out specific investment objectives, goals and strategies to achieve the Heritage Fund's objectives as expressed in the legislation.

MISSION

The mission of the Heritage Fund is to provide prudent stewardship of the savings from Alberta's non-renewable resources by providing the greatest financial returns on those savings for current and future generations of Albertans.[1]

BACKGROUND AND FISCAL CONTEXT

- The Heritage Fund was created in 1976 to save a portion of non-renewable resource revenue. The Heritage Fund grew from a portion of Alberta's oil and gas revenue being deposited into the Fund from inception until 1987. As well, prior to 1982, the Heritage Fund retained its income.

- On January 1, 1997, the Heritage Fund was restructured in response to a public review and, after a transition period, is now an endowment fund. The restructuring included a new governance structure as well as the establishment of new investment objectives and performance measures.

- Public consultation on the future mandate of the Heritage Fund was conducted in the form of a survey mailed to all Alberta households in 2002. The survey confirmed the importance of the Heritage Fund as an endowment, underscoring the need to preserve its real value over the long term.

- Assets and income of the Heritage Fund are fully consolidated with the assets and revenue of the Province. Income earned during a fiscal year is transferred to the General Revenue Fund (GRF), except for any portion retained for inflation proofing.

- The *Alberta Heritage Savings Trust Fund Act* includes a provision to retain a portion of the Heritage Fund's income in the Fund to protect its real value. Until the Province's accumulated debt is eliminated, the Province has discretion in retaining income to protect the real value of the Heritage Fund. It is anticipated that sufficient assets will have been set aside to retire the Province's accumulated debt by March 31, 2005. As a result, inflation proofing will commence in 2005-06.

- The Heritage Fund is embarking on an exciting new era. Subject to legislative approval of Bill 1, the *Access to the Future Act*, additional assets will be allocated to the Access to the Future endowment within the Heritage Fund, which is targeted to reach a maximum of $3 billion. An amount equal to 4½ percent of the account will be allocated annually to Advanced Education's proposed Access to the Future Fund, as described in Bill 1, to enhance advanced education opportunities for Albertans. An initial allocation of $250 million is forecast to be made to the Heritage Fund for this purpose in 2005-06.

---

[1] Preamble to the *Alberta Heritage Savings Trust Fund Act*.

HERITAGE FUND STRUCTURE AND INVESTMENT OBJECTIVE

The *Alberta Heritage Savings Trust Fund Act* created an endowment with the objective of maximizing long-term financial returns. The Act requires the Minister of Finance, when making investments, to adhere to investment and lending policies, standards and procedures that a reasonable and prudent person would apply in respect of a portfolio of investments to avoid undue risk of loss and obtain a reasonable return that will enable the endowment to meet its objectives.

GOALS, INVESTMENT STRATEGIES, OUTCOMES AND PERFORMANCE MEASURES

GOAL ONE

Preserve the real value of assets

What it means The *Alberta Heritage Savings Trust Fund Act* provides for the maintenance of the Fund's real value by requiring the Heritage Fund to be inflation-proofed once the accumulated debt of the Province is eliminated. Investments made within the Endowment Portfolio must be made with the objective of maximizing long-term financial returns. Equities have typically provided investors with higher historical total returns (current income and capital appreciation) than fixed income investments, and therefore constitute a significant proportion of the portfolio.

GOAL TWO

Achieve budgeted cumulative income forecasts during a 5-year planning horizon

What it means The government reports its financial statements on a consolidated basis and therefore Heritage Fund income is included in consolidated revenue of the province. Consequently, the level and variability of Heritage Fund income is important to the government's fiscal plan. However, the benefit of long-term capital appreciation is also desired.

The Heritage Fund is invested in a diversified portfolio that includes interest-bearing securities, Canadian equities, international equities, private equities, absolute return strategies and real estate. The Fund is invested to generate long-term returns to assist in supporting the Province's income and spending needs. It is widely accepted that a prudent mix of interest-bearing securities, equities, real estate and alternate asset classes best achieves the objective of optimizing financial returns as it provides enhanced expected returns and diversifies risk. While income may fluctuate from year to year, over a five-year period it is reasonable to expect income targets to be met.

The following strategies, expected outcomes and performance measures pertain to both Goals 1 and 2.

Strategies

- Implement the policy asset mix below:

TABLE 1: 2005-08 Business Plan

	Dec. 31, 2004 Actual	2005-08 Business Plan Policy Portfolio 2004-05	2005-06	2006-07	2007-08
Money Market	1.0%	2%	2%	2%	2%
Bonds	31.5%	33%	33%	30.5%	30.5%
Canadian Public Equities	20.1%	–	–	15%	15%
U.S. Public Equities	15.1%	–	–	15%	15%
Non-North American Public Equities	16.8%	–	–	15%	15%
Total Public Equities	52.0%	46%	45%	45%	45%
Private Equities	1.7%	4%	5%	5%	5%
Real Estate	9.0%	10%	10%	10%	10%
Absolute Return Strategies	4.8%	5%	5%	7.5%	7.5%
Total	100.0%	100%	100%	100%	100%
Active Currency Overlay[1]	0.0%	0%	5%	5%	5%
Absolute Return Strategies Overlay[2]	n/a	n/a	5%	5%	5%

[1] Allocations to active currency overlays are shown as targeted notional exposure. These strategies have notional exposure to various currencies, but generally have near zero net exposure.

[2] Absolute return strategy overlays are investments in absolute return strategies that are used in conjunction with public equity indices to enhance portfolio returns.

- Increase investments in absolute return strategies and private equity.

  Increasing exposure to non-traditional asset classes (absolute return strategies and private equity) can create a portfolio with improved risk/return trade-offs even after the additional investment costs associated with these assets are taken into account. An increased exposure to non-traditional asset classes is in line with the policies of other North American endowment funds.

- Reduce Canadian fixed income and public equity investments.

  These investments will be gradually reduced to accommodate the increase in absolute return strategies.

- Review and, if deemed appropriate, add investments in timber to potentially enhance overall portfolio return and diversification.

  During the fiscal year, timber will be reviewed as a potential asset class for inclusion in the portfolio.

- Vary the allocation of assets to enhance returns.

  Based on the outlook for financial markets, Alberta Investment Management may vary the allocation of liquid assets to enhance returns.

- Reduce the Heritage Fund's investment in project loans.

  Remaining project loans have a total value at cost of $93 million or 0.8% of Heritage Fund fair value. The largest of these project loans is a $91 million loan to Ridley Grain Ltd.

- Retain a portion of income so that the Heritage Fund grows with inflation over time.

- Remove remaining foreign property restrictions.

Expected Outcomes

- Income forecasts are achieved on a cumulative basis over five years.
- Real value of assets is preserved over a 20-year horizon.
- The Heritage Fund policy asset mix is expected to generate a real rate of return of 4.5% at an acceptable level of risk over a moving five-year period.
- Active management will add further value to the total rate of return.

Performance Measures

- The market value rate of return of the policy benchmark will be compared against the Consumer Price Index (CPI) plus 4.5% to determine whether the investment policy is achieving the returns expected based on long-term capital market assumptions.
- The actual market value rate of return will be compared against the policy benchmark return to determine the impact of fund management on performance using the following benchmarks for each asset class. Alberta Investment Management will seek to add 50 bps (0.50%) of value per year (after fees are deducted) over a five-year investment horizon.

Asset Class	Benchmark[2]
Fixed Income	
Money Market	Scotia Capital Markets 91-Day Treasury Bill Index
Bonds	Scotia Capital Markets Universe Bond Index
Equity	
Canadian	Standard & Poor's / TSX Composite Index
U.S.	Standard & Poor's Composite 1500 Index
Non-North American	Morgan Stanley Capital International Europe, Australasia, Far East Index
Private	Consumer Price Index + 8%
Real Estate	Investment Property Databank Large Institutional Property Index
Absolute Return Strategies[3]	Consumer Price Index + 6%

The above benchmarks are unchanged from the previous business plan except that the real estate benchmark is to be changed from CPI + 5% to the Investment Property Databank Large Institutional Property Index.

RISKS TO GOALS, INVESTMENT STRATEGIES, OUTCOMES AND PERFORMANCE MEASURES

Investment returns and income will vary significantly from year to year for the following reasons:

- The well-established capital market principle that increased expected returns are accompanied by increased risk.

- An investment policy to maximize long-term returns implies a weighting towards investments in equities. Equities have historically provided investors with higher total returns (dividends and capital gains) than fixed income investments; however, dividend rates in general are lower than interest rates. An equity portfolio will provide lower current income while the magnitude and timing of realizing capital gains is uncertain.

- Given a well-implemented private equities program, private equities can provide investment returns above those of public equities. However, by their nature, private equity investments are highly illiquid and are associated with an investment horizon of five to ten years to realize investment gains. Some private equity investments are subject to potentially large or total investment losses.

- Absolute returns strategies have gained prominence in recent years with an expectation of stable returns. However, this market is very fragmented, with many different strategies and investment fees above those of traditional managers. In some cases, there have been large losses sustained in the industry by otherwise well informed and highly professional investors. Manager selection and oversight are therefore critical to successful implementation.

---

[2] See Appendix A for a description of these benchmarks.

[3] See Appendix C for a description of this asset class.

ACCOUNTABILITY TO ALBERTANS

GOAL THREE

Ensure the transparency of the Heritage Fund's objectives and results for Albertans

What it means Results from the Looking Forward survey confirm Albertans want a strong, healthy Heritage Fund that is used primarily for savings. Ongoing communication through published reports and news releases will ensure Albertans remain aware of the performance of the Heritage Fund.

Strategies

- Release quarterly and annual reports on a timely basis in simple, understandable language.
- Release summary reports of the Heritage Fund's investment activities and results for Albertans on a timely basis.
- Publish the Heritage Fund Business Plan annually.
- The Legislature's Standing Committee will hold annual public accountability meetings around Alberta to report on the Heritage Fund's results and to answer questions on the Fund's performance.

Expected Outcome

- Improved understanding by Albertans of the management, operations, investment philosophy and performance of the Heritage Fund.

Performance Measures

- Timeliness of reports and public accountability meetings.
- Knowledge of Albertans regarding information provided about the Heritage Fund.
- Annual report will be released by June 30 of each year.
- Quarterly reports will be released within two months after the conclusion of the quarter.
- Albertans are satisfied with their knowledge of the Heritage Fund, with 50% able to estimate the Fund's value.

MANAGEMENT AND ACCOUNTABILITY

- The mission and investment objectives for the Heritage Fund have been established in legislation and are summarized above.
- A Standing Committee of the Legislature has been created by legislation and has the following responsibilities:
  - To review and approve annually the business plan for the Heritage Fund;
  - To receive and review quarterly reports on the operation and results of the Heritage Fund;
  - To approve the annual report of the Heritage Fund;
  - To review after each fiscal year end the performance of the Heritage Fund and report to the Legislature as to whether the mission of the Heritage Fund is being fulfilled; and
  - To hold public meetings with Albertans on the investment activities and results of the Heritage Fund.
- The Minister of Finance is responsible for the operation of the Fund.
- The Endowment Fund Policy Committee reviews and recommends the business plan, quarterly and annual reports, and the investment policies for the Heritage Fund to the Minister of Finance. The Committee includes a majority of private sector members with relevant financial and business expertise.
- Alberta Investment Management, the investment operations group of Alberta Finance, makes ongoing investment decisions.
- The Auditor General is the auditor of the Heritage Fund.
- There are restrictions on the kind of investments that can be made. Heritage Fund assets are to be invested prudently and cannot be used for economic development or social investment purposes.

INCOME AND EXPENSES

- Capital gains and losses on traditional investments are not recognized as income until the investment is sold or, given a significant loss, written down. Therefore, gains and losses that are included in reported rates of return may not be immediately reflected in realized income. In contrast, income and expenses on equity index swaps are accrued as earned, resulting in gains and losses being realized in income as they occur.

The income projections include:

- Interest income;
- Dividend income;
- Capital gains or losses only when they are realized, such as when an investment is sold or written down; and
- Income and expense on index swaps and interest rate swaps accrued as earned.

- The income projections do not include unrealized capital gains.

- Following are current projections of Heritage Fund income based on the assumptions noted. Actual results will vary from projected income depending on the extent to which actual interest rates and equity market returns vary from the assumptions used.

TABLE 2: Heritage Fund Income Forecasts

	2004-05	2005-06	2006-07	2007-08
Forecast Annual Income ($millions)				
Unconsolidated Investment Income	1,030	684	695	712
Consolidated Investment Income	1,014	669	682	700
Amounts Retained for Inflation Proofing*	0	215	224	228
Transfer to General Revenue Fund	1,030	468	471	483
Forecast Fair Value of the Fund ($billions)	11.7	12.2	12.5	12.9

* Inflation-proofing to commence in 2005-06.

TABLE 3: Asset Mix Assumptions

	2004-05	2005-06	2006-07	2007-08
Money Market	2%	2%	2%	2%
Bonds	33%	33%	30.5%	30.5%
Public Equities	46%	46%	45%	45%
Private Equities	4%	4%	5%	5%
Real Estate	10%	10%	10%	10%
Absolute Return Strategies	5%	5%	7.5%	7.5%

TABLE 4: Capital Market Rate of Return Expectations

	2004-05	2005-06	2006-07	2007-08
10-year Bond Rate	4.6%	4.95%	5.5%	6.0%
Canadian Public Equities	7.0%	7.0%	7.0%	7.0%
Foreign Public Equities	8.0%	8.0%	8.0%	8.0%
Alternative Investments	8.5%	8.5%	8.5%	8.5%

RISKS TO THE INVESTMENT INCOME FORECAST

1. If equity returns are lower than assumed, accounting investment income will be lower depending on the extent of the decrease in equity returns and the amount of turnover in the equity portion of the Heritage Fund.

2. If interest rates increase, the market price of bonds held by the Heritage Fund would typically decline. Accounting investment income will decrease depending on the extent of the interest rate increase and the amount of turnover in the fixed income portion of the Heritage Fund.

EXPENSE FORECAST

The preceding projections for the Heritage Fund are gross of estimated direct investment expenses. Estimated investment expenses are as follows:

TABLE 5: Heritage Fund Expense Forecasts

	2004-05	2005-06	2006-07	2007-08
		($ millions)		
Direct Management Costs	2.8	3.2	3.3	3.4
Externally Managed Investment Pools	14.7	15.6	17.7	21.2
Internally Managed Investment Pools	4.6	6.4	6.9	7.2
TOTAL	**22.1**	**25.2**	**27.9**	**31.8**
As a % of Fair Value	0.18%	0.20%	0.22%	0.24%

The administrative expenses include both direct and indirect administrative expenses, which include staff time, supplies and services, investment service costs and advisory services.

The increase in costs is due to increased staff and systems costs, increased size of the fund, and increased allocation to non-traditional asset classes (absolute return strategies and private equity) which are more costly to manage.

As of December 31, 2004, approximately 68 per cent of the Heritage Fund's assets were internally managed.

APPENDIX A

Description of Benchmark Indices for the Heritage Fund

Scotia Capital 91-day T-Bills Index (SC T-Bills Index)
Reflects the performance of the Canadian money market as measured by investments in 91-day Treasury Bills.

Scotia Capital Universe Bond Index (SC Universe Index)
Covers marketable investment-grade Canadian bonds with terms to maturity of more than one year. The purpose of this index is to reflect performance of the broad Canadian bond market in a manner similar to the way the S&P/TSX represents the Canadian equity market.

S&P/TSX Composite Index (S&P/TSX)
An index maintained by the S&P/TSX Canadian Index Policy Committee that measures the total return on the largest companies that trade on the Toronto Stock Exchange. (Formerly the TSE 300)

Standard & Poor's 500 Index (S&P 500 Index)
Covers 500 industrial, utility, transportation and financial companies of the US markets. It is a capitalization-weighted index calculated on a total return basis with dividends reinvested.

Standard & Poor's 1500 Index (S&P 1500 Index)
The S&P 1500 index is a compilation of the S&P 500 large-cap, S&P 400 mid-cap and the S&P 600 small-cap indices. This combination addresses the needs of investors wanting broader exposure, beyond the S&P 500. The S&P 1500 covers approximately 90% of investable U.S. equities.

Morgan Stanley Capital International Europe, Australasia, Far East Index (MSCI EAFE Index)
An index of over 1,000 securities listed on the stock exchanges of countries in Europe, Australasia and the Far East. The index is calculated on a total return basis, which includes re-investment of gross dividends before deduction of withholding taxes.

Consumer Price Index (CPI)
Base year 1992. Provides a broad measure of the cost of living in Canada. Tracks the retail price of a representative shopping basket of about 600 goods and services from an average household's expenditure of food, housing, transportation, furniture, clothing and recreation. All data figures that use CPI are lagged by 1 month.

IPD Large Institutional All Property Index
An index maintained by the Institute of Canadian Real Estate Investment Managers / International Property Databank that measures the total return from six large Canadian funds, which have real estate portfolios valued greater than $1.5 billion. The index is also prepared on a Held Property basis.

APPENDIX B

Business Plan Performance

Heritage Fund (Combined)[1]
Period ending December 31, 2004

	Current Quarter	Nine Months	One Year	Four Years[2]
Actual Return	5.3%	5.6%	9.5%	4.3%

Endowment Portfolio
Period ending December 31, 2004

	Current Quarter	Nine Months	One Year	Four Years[2]
Actual Return	5.3%	5.6%	9.5%	3.1%
Benchmark Return	5.0%	5.0%	9.0%	2.8%
Over (under) Benchmark	0.3%	0.6%	0.5%	0.3%

		Rates of Return			
Actual	Actual Weight	Current Quarter	Nine Months	One Year	Four Years[2]
Short-term Fixed Income	1.0%	0.6%	1.6%	2.2%	3.7%
Long-term Fixed Income	31.5%	3.2%	4.3%	7.8%	8.8%
Canadian Public Equities	20.1%	7.7%	10.4%	15.2%	4.3%
US Public Equities	15.1%	4.6%	(0.1%)	3.2%	(5.3%)
Non-North American Public Equities	16.8%	9.9%	6.7%	12.2%	(4.7%)
Real Estate	9.0%	2.9%	7.8%	10.6%	8.4%
Absolute Return Strategies	4.8%	3.4%	3.3%	6.2%	N/A
Private Equities	1.3%	(0.1%)	4.2%	4.6%	N/A
Private Income	2.9%	3.6%	7.8%	9.9%	N/A

Benchmark	Long-term Policy Weight	Current Quarter	Nine Months	One Year	Four Years[2]
Short-term fixed income (SC 91 Day T-Bill)	2.0%	0.6%	1.6%	2.3%	3.6%
Long-term fixed income (SC Universe Bond Index)	30.5%	3.1%	3.9%	7.1%	8.2%
Canadian public equities (S&P/TSX Index)	15.0%	7.2%	9.2%	14.5%	3.6%
US public equities (S&P 1500 Index)[3]	15.0%	4.4%	0.5%	3.7%	(5.8)%
Non-North American public equities (MSCI EAFE Index)	15.0%	9.8%	5.9%	12.0%	(4.8)%
Real estate (CPI plus 5.0%)[4]	10.0%	1.9%	5.7%	7.5%	9.1%
Absolute return strategies (CPI plus 6.0%)	7.5%	2.2%	6.5%	8.5%	N/A
Private equities (CPI plus 8.0%)	5.0%	2.6%	7.9%	10.5%	N/A

---

[1] The Transition Portfolio was wound up in the first half of 2002-03. The combined Heritage Fund return includes the past performance of the Transition Portfolio.

[2] Annualized.

[3] Effective April 1, 2004, the benchmark index for US equities changed from the S&P 500 to the S&P 1500.

[4] Effective April 1, 2003, the benchmark return for real estate changed from the Russell Canadian Property Index to CPI plus 5.0%.

APPENDIX C

Glossary

Absolute Return Strategy

Absolute Return Strategies encompass a wide variety of investments with the objective of realizing positive returns regardless of the overall market direction. A common feature of many of these strategies is buying undervalued securities and selling short overvalued securities. Some of the major types of strategies include long/short equity, fixed income arbitrage, merger arbitrage, macroeconomic strategies, convertible arbitrage, distressed securities and short selling.

Active Management

Attempts to achieve portfolio returns greater than a specific index while controlling risk, either by forecasting broad market trends or by identifying particular mispriced sectors of a market or securities in a market.

Asset Allocation

The investment process by which the investment manager chooses or allocates funds among broad Asset Classes such as stocks and bonds.

Asset-Backed Securities

These are debt instruments collateralized by a pool of assets such as automobile loans or equipment leases.

Asset (or Investment) Class

Refers to a broad category of investments with similar characteristics (the typical asset classes are cash, stocks, bonds and real estate).

Benchmark Index

A Benchmark Index is a statistical yardstick tracking the ups and downs of a particular market by monitoring a representative group of securities over time. For example, the Scotia Capital Universe Bond Index is a benchmark index that is designed to reflect the changes in the Canadian bond market.

Bond

A bond is a financial instrument representing a debt where the issuer (corporation or government) promises to pay to the holder a specific rate of interest over the life of the bond. On the bond's maturity date, the principal is repaid in full to the holder.

Capital Gain (or Capital Loss)

The market value received on the sale of an asset, which is higher (lower) than its purchase price (also called cost or book value). If an asset is bought for $50 and sold for $75, the realized capital gain or profit is $25.

Diversification

Diversification is a process of allocation of investment assets within an Asset Class and among asset classes. In general, the greater the number of holdings within an asset class and among asset classes, the greater the diversification, which reduces risk.

Dividends

Earnings distributed to shareholders of a company, proportionate to their ownership interest.

Duration (or Modified Duration)

Modified duration is a measure of price volatility and is the weighted average term to maturity of the security's cash flows (i.e., interest and principal), with weights proportional to the present value of the cash flows. Bonds with a longer duration are more price-sensitive to interest rate changes than bonds with short durations.

Equities

Equities are synonymously called stocks or shares and represent an ownership interest in a company (could be either a public or private firm). The shareholder normally has voting rights and may receive dividends based on their proportionate ownership.

Inflation

Increases in the general price level of goods and services. Inflation is one of the major risks to investors over the long-term as savings may actually buy less in the future.

Interest-Bearing Securities

An investment that is required to pay a fixed interest rate at periodic intervals such as bonds, mortgages and debentures.

Investment Grade
An investment grade bond is rated a minimum of BBB (or equivalent) by a rating agency, with AAA being the highest grade. Bonds rated below BBB are generally classified as being speculative grade and carry higher levels of credit risk than investment grade bonds (i.e., they have a higher probability of default on interest or principal payments).

Long-term
A long-term investment horizon in the context of the Heritage Fund means a period of time that would include two business cycles, which would generally mean about 10 years.

Market Value Rate of Return
An annual percentage, which measures the total proceeds, returned to the investor per dollar invested. Total proceeds for market value rates of return = "money in the bank" plus paper profits or losses (paper profits or losses are also called Unrealized Capital Gains or Losses). "Money in the bank" means cash interest and dividends and realized capital gains or losses from selling the investment.

Median Return
The median return of a group of investment managers reflects the return associated with the manager ranked at the 50th percentile (the 50th percentile is that point where half the managers had a higher return, and half the managers had a lower return).

Money Market Instruments
Debt instruments such as Treasury Bills or corporate paper with a maturity of less than one year.

Mortgage-Backed Securities (MBS)
An MBS is a debt instrument that has an ownership claim in a pool of mortgages or an obligation that is secured by such a pool.

Mortgage Investment
A mortgage investment is a debt instrument collateralized by real assets (e.g., a building) and requiring periodic payments consisting of interest and principal.

Nominal Rate of Return
A measure of the earnings performance of a fund measured in current dollars.

Passive Management
Buying or investing in a portfolio that represents a market index without attempting to search out mispriced sectors or securities.

Portfolio
A collection of investments owned by an investor.

Private Equity
An equity investment in a private (not publicly traded) company.

Real Rate of Return
The nominal rate of return minus the rate of inflation.

Realized/Unrealized
Terms generally used to describe Capital Gains or Losses. A gain or loss is generally realized when an asset is sold; prior to sale the gain or loss is unrealized and it is only a potential or "paper" gain or loss.

INDEX OF CHARTS AND TABLES

BUDGET 2005

INDEX OF CHARTS AND TABLES

Government of Alberta Strategic Business Plan

Strategic Policy Framework 4

Expense by Goal 60
Capital Plan 60
2004-05 Expense by Goal by Ministry 61
Goal Expense and Percent of Total Expense
  Goal One 63
  Goal Two 68
  Goal Three 72
  Goal Four 76
  Goal Five 79
  Goal Six 82
  Goal Seven 84
  Goal Eight 86
  Goal Nine 88
  Goal Ten 90
  Goal Eleven 94
  Goal Twelve 96
  Goal Thirteen 98
  Goal Fourteen
    2005-08 Capital Plan 101
    Capital Plan 102

Ministry Business Plans

Aboriginal Affairs and Northern Development
  Expense by Core Business 120
  Ministry Statement of Operations 120
  Consolidated Net Operating Result 120
Advanced Education
  Expense by Core Business 131
  Ministry Statement of Operations 131
  Consolidated Net Operating Result 132
Agriculture, Food and Rural Development
  Expense by Core Business 142
  Ministry Statement of Operations 142
  Consolidated Net Operating Result 143
Children's Services
  Expense by Core Business 158
  Ministry Statement of Operations 158
  Consolidated Net Operating Result 159

Community Development

Expense by Core Business 171
Ministry Statement of Operations 171
Consolidated Net Operating Result 172
Capital Investment by Program 172

Economic Development

Expense by Core Business 187
Ministry Statement of Operations 187
Consolidated Net Operating Result 187

Education

Expense by Core Business 199
Consolidated Net Operating Result 199
Ministry Statement of Operations 200

Energy

Expense by Core Business 213
Ministry Statement of Operations 213
Consolidated Net Operating Result 214

Environment

Expense by Core Business 225
Ministry Statement of Operations 225
Consolidated Net Operating Result 226

Executive Council

Expense by Core Business 234
Ministry Statement of Operations 234
Consolidated Net Operating Result 234

Finance

Expense by Core Business 247
Ministry Statement of Operations 247
Consolidated Net Operating Result 248

Gaming

Expense by Core Business 257
Ministry Statement of Operations 257
Consolidated Net Operating Result 258

Government Services

Expense by Core Business 270
Ministry Statement of Operations 270
Consolidated Net Operating Result 271

Health and Wellness

Expense by Core Business 288
Ministry Statement of Operations 288
Consolidated Net Operating Result 289
Capital Investment by Core Business 289
Capital Investment by Program 289

Human Resources and Employment

Expense by Core Business 306
Ministry Statement of Operations 307
Consolidated Net Operating Result 307

Infrastructure and Transportation
- Expense by Core Business 325
- Ministry Statement of Operations 325
- Consolidated Net Operating Result 326
- Capital Investment by Core Business 326
- Capital Investment by Program 326

Innovation and Science
- Ministry Statement of Operations 339
- Consolidated Net Operating Result 340

International and Intergovernmental Relations
- Expense by Core Business 348
- Ministry Statement of Operations 348
- Consolidated Net Operating Result 348

Justice
- Expense by Core Business 361
- Ministry Statement of Operations 361
- Consolidated Net Operating Result 361

Municipal Affairs
- Expense by Core Business 373
- Ministry Statement of Operations 373
- Consolidated Net Operating Result 373

Restructuring and Government Efficiency
- Expense by Core Business 383
- Ministry Statement of Operations 383
- Consolidated Net Operating Result 383

Seniors and Community Supports
- Expense by Core Business 397
- Ministry Statement of Operations 397
- Consolidated Net Operating Result 398

Solicitor General
- Expense by Core Business 410
- Ministry Statement of Operations 410
- Consolidated Net Operating Result 410

Sustainable Resource Development
- Expense by Core Business 421
- Ministry Statement of Operations 422
- Consolidated Net Operating Result 422
- Capital Investment by Program 422

Alberta Heritage Savings Trust Fund Business Plan
- 2005-08 Business Plan 427
- Heritage Fund Income Forecasts 432
- Asset Mix Assumptions 432
- Capital Market Rate of Return Expectations 432
- Heritage Fund Expense Forecasts 433
- Appendix B: Business Plan Performance 435